sourcewater
COLLABORATIVE

How to Collaborate Toolkit

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Collaboration Toolkit:
How To Build And Maintain Effective Partnerships To Protect Sources Of Drinking Water

The Source Water Collaborative has developed this extensive "How-to Collaborate" Toolkit to help others initiate or enhance partnerships to protect drinking water sources. This Toolkit is part of the SWC's ongoing efforts to help foster local, state and regional/ watershed source water collaboratives.

Effectively addressing drinking water contamination often requires working with key partners, across organizational and jurisdictional boundaries. Designed to meet a broad array of needs, this Toolkit provides helpful tips, sample materials, and thoughtful resources organized by each stage of collaboration, from those just getting started to mature partnerships seeking new inspiration.

Benefits Of Using A Collaborative Approach:

- Increases recognition of need for protecting drinking water sources.
- Offers cost-effective approach rather than "going it alone."
- Aligns diverse efforts for mutual benefit (watershed protection, conservation, regulation, planning, and/ or economic development).
- Brings together those with authority and influence to solve problems.
- Uses a voluntary approach while leveraging current state and federal programs.

Are You Considering A Collaborative Effort?

Learn About The Benefits Of A Collaborative Approach

Not sure if a collaborative effort is right for your particular challenge? This section includes a list of benefits and when to consider this option as a solution.

Source water assessments were a critical first step for protecting drinking water. Using a collaborative approach can help you translate source water assessments into action plans, and implement activities to protect drinking water sources. Working with a group of partners helps you create and implement priority protective actions, combine the strengths of a diverse set of organizations, and pool resources when funding is limited.

Creating a collaborative effort offers an opportunity to assess progress to date, identify emerging issues, and outline a feasible plan for shared action.

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- Aligns diverse efforts for mutual benefit (conservation, regulation, planning, and/or economic development).
- Brings together those with authority and influence to solve problems.
- Pools resources for a broader impact.
- Creates a shared vision and common goals.
- Fosters new ideas and identifies opportunities.
- Reveals gaps and promotes integrated solutions.
- Combines and applies expertise to solve problems.
- Offers a forum for regular and open communication.
- Provides cohesive messaging for protection.
- Uses a voluntary approach while leveraging current state and federal programs more effectively.

Consider a collaborative approach as a solution for you:

- If the problem is beyond the ability of a single entity to handle.
- To overcome a lack of resources at the local or state level and help you pool resources.
- To leverage grant funds and state/federal funding programs.
- To create multi-pronged solutions for a specific contaminant.
- To align land use, clean water and drinking water program implementation.
- To get commitment from a key influencer or decision-maker.
- When local land use controls or management plans are inadequate to address priority concerns.
- When prioritizing regulatory implementation could result in multiple benefits, including drinking water source protection.
- When source water protection (SWP) could be improved by participation of other authorities/ agencies (transportation, agriculture, land use managers, etc.).

Find Which Type Of Collaborative Might Work For You

When deciding what kind of collaborative you'd like to build, consider these factors:

- **Geography:** What is the scope of your collaborative? Will you focus on issues within your state, or a particular watershed? Will you cross state lines? Use this chart to view existing collaboratives and their geographies of impact.
- **Identity:** Collaboratives identify with different goals. For instance, collaboratives may be created to:
  - Promote actions to protect or improve drinking water sources.
  - Share information between members.
  - Provide a hub for community education.

Browse different genres of collaboratives here. >

- **Autonomy:** Some collaboratives are tighter-knit, while others are loosely organized to give members more autonomy. Navigate options for integrating your members and choosing the structure that best fits your situation using a guide from the University of Virginia.

Align Planning With Priority Source Water Concerns

Successful source water protection begins with identifying priorities and ripe opportunities, and a focus on a particular water quality concern. Considering these priorities will help you identify key partners and potential members of your collaborative. A common understanding of source water concerns can help form the foundation of a source water collaborative, bring organizations to the table, and cement their commitment.

Understand that each collaborative has a unique structure and set of goals. Some successfully create and follow an agreed-upon action plan. Others have a broader framework where participants do not need to reach consensus before taking actions. The suggestions below can guide decision making for either model.

Here Are Initial Steps To Identify Priorities:

- **Assess ripe opportunities, such as:**
  - New funding sources or programs.
  - Recent water quality concerns.
  - New leaders in key potential partner organizations.
  - State or local opportunities to identify priority watersheds for water quality improvement.
  - Other programs' updates: state or local watershed, stormwater, or floodplain management plans, local land use management concerns or planning updates.
- **Identify readily available state and/or local partners.**
- **Focus on one or two priority contaminants.** Source water assessments, recent assessment updates, and data from other sources may be useful resources.
  - Source water assessments may be available from your:
    - Drinking water utility.
    - State source water program coordinator.
  - Check out EPA's My WATERS Mapper.
  - Reference EPA's How-To Manual for help updating your assessment.
  - Reference Clean Water Action's guide for local leaders to use these assessments.

Identify The Resources You Have

Taking a fresh look at what you have can help you engage potential partners. A brief step back to consider what resources and expertise you can bring to a collaborative effort can kick-start the process

Outline From Your Perspective:

- **What's the problem and where are we headed?** Sharing your perspectives on drinking water source concerns lays the groundwork for engaging interest in collaboration. Maps or photographs can enhance this communication.
- **What technical resources or expertise are readily available?** Within your organization you may have data on source water concerns, technical expertise in identifying contaminants and their

sources, experience in developing source water protection plans, and maybe even some limited funding.

- **What might current partners contribute?**
  - Provide maps of priority water quality or source water protection areas.
  - Assist you in developing and implementing source water protection plans.
  - Include the drinking water concern in planning and implementing their programs.
  - Provide seed funding for pilot projects or activities that protect water quality or educate landowners.
  - Prioritize water quality in local comprehensive plans from plan development and implementation through capital investment, including zoning, development regulations, and code enforcement.
- **Are there ripe opportunities coming up?** Defining or re-defining a problem can bring opportunities into focus. Often a new program, change in organizational leadership, new concern about drinking water quality or a potential threat, can help focus attention on protecting drinking water and can help engage current and new partners in a collaborative effort.

Identify Key Partners

When scoping out key partners for your collaborative, consider the problem you're trying to solve. Based on your initial concerns, what players in your community are well placed to help you achieve your goals?

To develop a "short-list" of key members, consider networking methods like:

- Using tried and tested allies and long-standing relationships.
- Interviewing community leaders.
- Asking trusted peers for recommendations.

You might also want to research some identifying questions, like:

- Who are the thought-leaders on your priority issues?
- Who has credibility in the eyes of your community?
- Who has the skills and knowledge to deliver solutions?
- Who has the power to implement solutions efficiently?

Who Has Vested Interest In Finding Solutions...

...at the state level?
For example, state and regional departments responsible for protecting drinking water sources (Note: state partners are also key allies for groups with regional or local scope).

...at the regional level?
For example, National Estuary Programs and Interstate Commissions who receive federal funding to support watershed protection.

...at the local level?
For example, drinking water system managers, or nonprofits and public interest groups focusing on environmental and public health, conservation districts, watershed councils, county water resource departments, or power or other companies or community groups engaged in restoration work.

Looking For More Key Partners?

The National Source Water Collaborative (SWC) can help:

- Find national organizations committed to source water protection. Contact their local/state members in your area.
- Use the SWC's About Us member section tool to find potential partners in your state.

Start Conversations With Trusted Partners

Find preparation tips and suggested conversation topics to help you get ready to talk with some of your trusted partners about forming a collaborative.

After you've identified some of the key partners who might take part in a collaborative effort, initiate conversations with some of your most trusted partners to gauge their interest.

What To Bring

- Develop a clear understanding of the problem based on your perspective.
- Outline priority or specific geographical areas for improvement, as well as key drinking water threats. GIS maps and source water assessment data can help partners visualize potential for collaboration.
  - Contact your state source water program to help with this data.
  - Click here for a publicly-available mapping tool.
- Your vision of what the collaborative might do, and who should participate. (Don't worry if you don't have a well-developed plan – just be sure to present your initial ideas and questions for partners to consider.)
- Description of what you (or your organization) can contribute to the effort.
- Examples of other source water collaboratives.
- Proposed ideas for next planning steps. (Use this toolkit to review the planning steps outlined in Forming Stage.)

What To Discuss With Your Trusted Partners

- Consider potential multiple benefits from the partner's perspective. Is there an opportunity for collaborative learning that might lead to a decision-making framework that includes impacts on drinking water sources?
- Invite your trusted partners' feedback on the problem you've defined.
- Identify what ideas, leadership and support your partners might contribute.
- Discuss other perspectives that can inform this planning process and make a list of organizations to contact during this exploratory phase.
- Review any barriers you might expect to encounter when developing a collaborative.
- Discuss how a collaborative might help meet the needs of potential partners.
- Assess who has the means to help implement and sustain a collaborative effort.
- Discuss options for planning a kick-off meeting to gauge partner interest. This might be a small-scale introductory meeting or workshop to gauge partner interest in forming a collaborative. If partners respond with interest during your conversations, you may wish to schedule a kick-off meeting about forming a collaborative.

Get Initial Agreement

Confirmation is critical. Your first agreement might be formal or informal, written or verbal. Whatever form it takes, voicing commitment to the collaborative will give your members firm footing for launching initial actions.

Get Agreement...On What?

- How you want to work together.
- Your mutual goals.
- What change you want to create, and how.
- Parties you want to involve.
- Resources members will commit (in-kind, financial, human capital).

Get Agreement... How?

- **Identify a common vision.** Brainstorm how your source water will look in 10 or 20 years. Or, imagine what your collaborative will look like in three to five years (e.g., projects accomplished, tasks underway). Draft a broad outline of your vision. This could be part of a focused conference call or an informal meeting.
- **Make a few decisions.** Talk about the broad features of your collaborative:
  - Your motivation for collaborating.
  - How core members plan to participate.
  - Shared vision of ideal watershed conditions and initial key partners.
  - Priority next steps.

Are You Forming A New Collaborative?

Consider Steps to Get Started

If you're ready to begin forming your collaborative, you should have a clear concept outlined to share with partners. If you haven't done this yet, you may want to review the Considering a Collaborative stage tips. **Click here for the Considering a Collaborative stage.**

If you outlined your concept and secured initial partners, you may be ready to formalize a process and bring members together. The process of building and sustaining a collaborative is ongoing. It might feel a little overwhelming to figure out how to get started. These three key steps can help pave the way:

1. Create The Big Picture For Your Collaborative

Begin with the end in mind. Have a clear picture of what you want to accomplish.

- Do you have a specific project, or particular opportunity to take action?
- Is your group best positioned to address one priority or multiple threats to drinking water?

2. Identify The Right Partners To Help You Implement A Shared Vision

If you followed our tips in the Considering a Collaborative stage, you've already had conversations with trusted partners and created list of potential collaborative members. A collaborative should consist of members who have the knowledge, skills, influence and/or ability to act.

Local Level

For a local collaborative based on a specific problem or resource, leaders may want to hand pick and limit the membership to a specific group of people. For example:

- New England Watershed Managers includes managers of 15 large surface water public water supplies.
- Oregon supports local-level stewardship efforts to address a specific problem by working with decision-makers, land use authorities, and Soil and Water Conservation Districts.
- Colorado conducts education and outreach for land use planners.
- Several collaborative leaders pointed out that it is helpful to include state source water coordinators and other state partners, who can be helpful in identifying tools and resources to address local issues.

State Level

- Identify state agencies with a role in protecting the resource.
- Include key local organizations that impact land use decisions, or who are information resources for local land use decisions.
- For a state collaborative, the state agency leaders should consider the role the state will play and whether a goal is to wean the group away from a primarily state-directed effort to one that involves more ownership by collaborative members.
- It may be helpful to have different levels of membership (e.g., "members" who vote and "supporters" who don't vote) to ensure that decision-making is not dominated by people or groups with single narrow objectives.

Regional/Watershed Level

At the regional level, leaders may send "blast" invitations that welcome as many people as possible. In this way, the circle of interested and engaged parties can be expanded beyond the "usual suspects." This approach can also be used for collaboratives at other scales. For large memberships, it can be helpful to create a Steering Committee or working groups to drive action and sustain communications.

Find examples of collaborative members from other SWCs:

Local SWCs

- Berks County Water and Sewer Association (PA)
- Eastern Lancaster County Source Water Collaborative (PA)

State SWCs

- Colorado Source Water Protection
- Connecticut Source Water Collaborative

Regional/Watershed SWCs

- Hamilton-New Baltimore Ohio Consortium
- Potomac Drinking Water Source Protection Partnership
- Salmon Falls Watershed Collaborative
- National SWC

3. Plan A Kick-Off Meeting To Develop A Shared Vision And Path For Action

- Effective SWCs recommend getting started quickly and planning meeting agendas that focus on creating tangible deliverables as soon as possible.
- In some cases, leaders may plan to spend time during the kick-off meeting educating partners so that the group can develop specific goals and actions based on a more informed understanding of the challenges faced and possible paths forward.
- It can be important to have a convener of some status to initially launch the group.
- Consider a field trip or visit as part of your kick-off meeting to connect partners with the water they are working to protect. Depending on the focus of your collaborative and the best practices or outcomes you hope to achieve, a trip might include:
  - A visit with local farmers on their farm/ranch.
  - A tour of the local water utility to showcase best practices and discuss on-the-job challenges.
  - A walk through an estuary or wetland.
  - A tour of an intake area.
  - A boat/ferry ride on a river or lake.


ROADMAP FOR COLLABORATION
SET A VISION
OUTLINE SHORT & LONG-TERM GOALS
PLAN KEY ACTIVITIES / CREATE ACTION PLAN
DETERMINE MEASURES OF SUCCESS
ENGAGE IN ACTIONS WITH PROTECTION MEASURES
MEASURE & COMMUNICATE RESULTS

Identify Leaders And Facilitators

Leaders

Leaders help to maintain consistent vision, outline and ensure achievable goals, create agendas, delegate tasks, ensure action-oriented progress, and make strategic decisions. When identifying leaders, you might consider:

The People

- Who has a long-term presence in your watershed?
- Who has a vested interest in protecting it—a built-in commitment?
- Who has the resources and authority to convene members?
- Who has the energy to motivate others?

Your Group's Attributes

Leaders may vary depending on whether...

- Your collaborative has a core group with strong resources and synergy.
- You prefer to centralize or rotate responsibilities.
- You choose to establish an independent party devoted entirely to the collaborative.

Click here to learn more about designing a leadership structure for your group.

Facilitator

A facilitator is a moderator who can help meetings run smoothly, resolve conflicts, keep the group organized and working toward goals, and keep your members in sync. The facilitator may be your leader, or another experienced organizer in your collaborative.

What Does A Facilitator Do?

- Handles group materials, meeting notifications, and scheduling.
- Preserves neutrality and prevents bias in meetings, allowing all interests to be represented.
- Maintains a "bird's eye" view of the collaborative to avoid tangents and focus activities.
- Resolves conflict.

If funding permits, you might consider sponsoring a third-party facilitator. A few places you can look to find a facilitator include:

The Association of Conflict Resolution
The premier professional organization for mediators.

US Institute for Environmental Conflict Resolution
Roster of professional mediators with summary of their relevant experience.

States
Occasionally have offices dedicated to mediation that lend support to groups seeking facilitators.

Your organization
Might have a conflict-resolution center with trained facilitators or where collaborative members can access training.

"A good facilitator is essential to forming and continuing a collaborative. In my experience with the iowa source water agricultural collaborative it has proven vital to have an effective facilitator. Discussions arise that are controversial and having an effective facilitator from the outside who understands the subject matter has proven to be the difference between success and failure."

Becky Ohrtman
SWP Program Coordinator, Iowa DNR
IA SW Ag Collaborative

Designing A Leadership Structure For Your Group

Leadership structure varies depending on the members and purpose of your collaborative. Consider the options below when determining how to organize leadership. (Note: this list is by no means exhaustive, and the options listed may not be mutually exclusive.)

Option 1: Establish A Steering Committee

Steering Committee Member Duties Can Include:

- Identifying new opportunities
- Keeping the activities in an Action Plan on track and aligned with SWC goals
- Setting meeting dates and developing meeting agendas
- Leading SWC meetings
- Developing draft materials such as collaborative priorities and action plans for member consideration
- Measuring success and reporting progress to collaborative

- Initial leaders may want to get the collaborative started and then share their responsibility with a core group. For example, a "steering committee" with "chairs" and "co-chairs" may take responsibility for directing the efforts of the collaborative.
- This structure ensures that several members are highly committed, and there's a shared investment.

Option 2: Rotate Responsibilities

How A SWC Shared Responsibilities

- The Nebraska Wellhead Protection Network is a network of individuals, organizations, and agencies in Nebraska that help communities develop and adopt wellhead protection (WHP) programs.
- Though the Groundwater Foundation served as facilitator and record-keeper for the WHPN, WHPN members take turns hosting meetings, which occur quarterly.

- Leading a collaborative can be resource-intensive and time-consuming. For example, if a leader hosts in-person meetings, they must prepare a meeting venue and arrange logistics.
- Centralizing leadership can be efficient, but groups sometimes prefer to rotate responsibility to prevent claims of leader bias.

Option 3: Consider A Third-Party Leader

How A SWC Used A Consortium Manager

- In the Hamilton-New Baltimore Consortium, municipalities and industries drawing from the Great Miami Buried Valley Aquifer formed a Consortium. This group's purpose is to ensure compliance with local ordinances and educate nearby communities about ground water.
- Seven members fund a Consortium Manager who coordinates member interests and activities. The Consortium Manager serves as the steward of a facility registration system and Public Education Committee, among other duties.

- Some collaboratives choose to sponsor a manager or facilitator tasked with organizing the group.
- While sponsoring a third-party requires additional funding, many collaboratives have found this to be an efficient approach.
- Research on collaborations found that collaboratives sponsored by a third-party organizer were more likely to "produce true alignment and lead to powerful results."
- Read about findings on collective impact in the Stanford Social Innovation Review.

Identify Options For Structuring Your Collaborative

Depending on your organizing members, you can choose from various options to structure your collaborative. Mapping member roles is an important exercise in creating a smooth and efficient division of labor.

When crafting your own group's structure, consider roles like:

Leadership

Your group may be led by either a single organization or "Co-Chairs" of a Steering Committee.

Workgroups

Workgroups can help develop and implement protection activities, proposing actions to the larger group for input and endorsement.

Members volunteer based on their interest and expertise to help develop resources, tools, and activities that advance protections in certain issue areas. For example:

- Agriculture impacts and nutrient reduction.
- Stormwater management.
- NPDES permit violations and/or releases from combined or separate sewer systems.
- Hydraulic fracturing.
- Emergency response.

In addition to direct protection, workgroups may be devoted to:

- **Collaborative Planning:** One workgroup may develop an overall action plan in consultation with leadership, organize workshops, coordinate web services, and manage communications within the collaborative.
- **Outreach and education:** One workgroup may design outreach materials (for example, newsletters), and organize public events.
- **Financial management:** Funding sources can be difficult to track and pursue. Consider devoting a small group of members to financial accounting and grant applications.

Don't have enough members or resources for all desired workgroups?
Don't worry! As your collaborative matures, you may form additional workgroups or redefine existing ones.

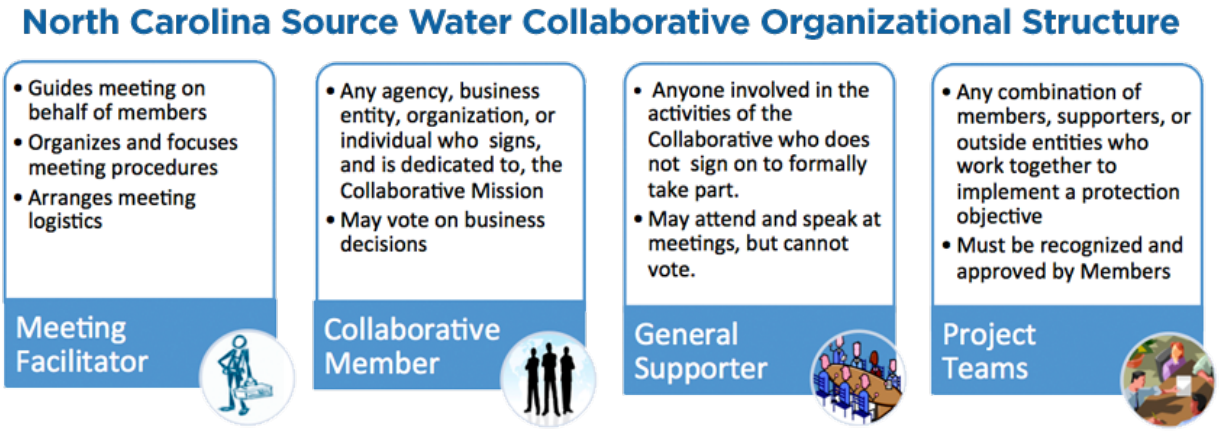
Types Of Members

Some collaboratives distinguish members from supporters.

- **Members** typically sign group statements (Statement of Purpose, Action Plan, etc.) and can vote on collaborative decisions.
- **Supporters** pitch in during meetings, but usually cannot vote or represent the collaborative. Supporters often assist workgroups with protection activities.

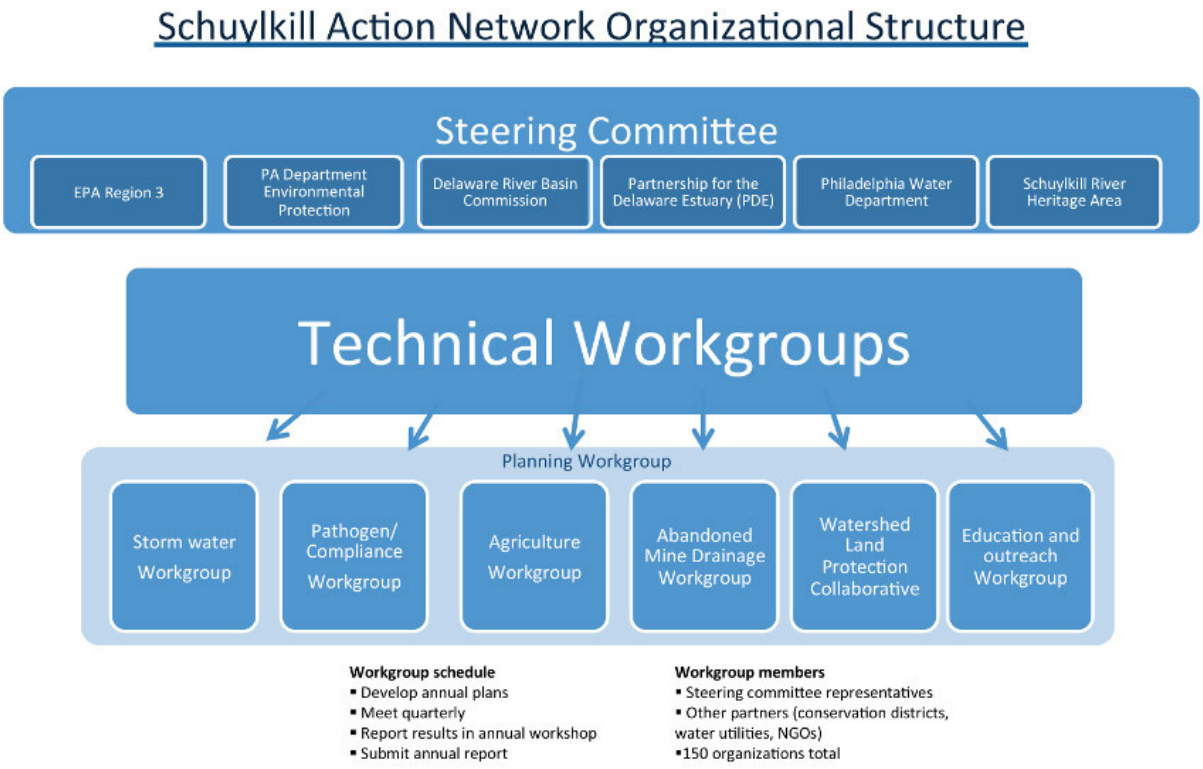
Example 1: Division Of Labor In The "Forming" Stage

The following diagram shows how a collaborative in the early stages of formation may organize duties. Members and Supporters play different roles in the collaborative, and can take part in Project Teams, which may expand or diversify as the group develops. Click here for the North Carolina SWC website.



Example 2: The Working Structure Of A Mature Collaborative

The diagram below illustrates the structure of a well-funded, highly developed collaborative. This group has over 100 members, thus has a sophisticated division of labor. Click here for the Schuylkill Action Network website.



Bring Collaborative Members To The Table

Identify Initial Members Of Your SWC

Which organizations and individuals should become the initial members of your collaborative? Your vision of the water concerns that you want to address, targeted areas, and desired actions and outcomes can help you identify potential collaborative members. When crafting your own group's structure, consider roles like:

- **Your source water issues can guide member selection:** Those who can contribute to the desired source water protection outcomes, or who can effectively reach out to those key players, should be engaged in the collaborative.
- **Consider a core planning group:** Some collaboratives start with a core planning group of a few already interested, trusted partners, either in a single organization, or in key organizations. They can help with initial planning and identify other candidate partners.
- **Identify likely collaborators:** At this early stage, you may want to focus on potential collaborative members who have a major stake in the water quality issue and share your goals, and who are likely to work collaboratively. At a later stage, you can identify ways to best reach possibly more reluctant partners.
- **Consider a variety of perspectives:** The scope of your collaborative is also a factor.
  - At the local level, some collaboratives have found that it can be very important to include all potentially affected stakeholders, including landowners, so that everyone has a common understanding of the problem from the beginning of the process, and participates in developing solutions. These three fact sheets from Iowa show planning team members and contributors:
    - Elliott, Iowa – Wetland Restoration Project
    - Remsen, Iowa – Converting Crop Land to Native Grasses
    - Sioux Center, Iowa – Research on Farming Practices that Reduce Nitrates

Tailor Your Invitation To Attract Members

Use initial communication materials to lay the groundwork. These can be brief. Plan to provide answers to key questions that potential partners may have:

- ✓ Develop an invitation letter that outlines a clear problem statement and current opportunity to collaborate. Also include:
  - What is the purpose of the collaborative?
  - Why should I participate and what do you want me to do?
  - What's in it for me (or my organization or my community)?
  - Why now?
- ✓ Invite partners to share their knowledge, data and maps to help refine the problem.
- ✓ See other collaborative's sample invitation materials:
  - North Carolina SWC
  - Connecticut SWC
    - Email Invitation
    - KickOff Invitation
  - Salmon Falls Watershed Collaborative
    - Postcard Invitation
    - Postcard Reminder

Identify Common Ground Among Your Partners

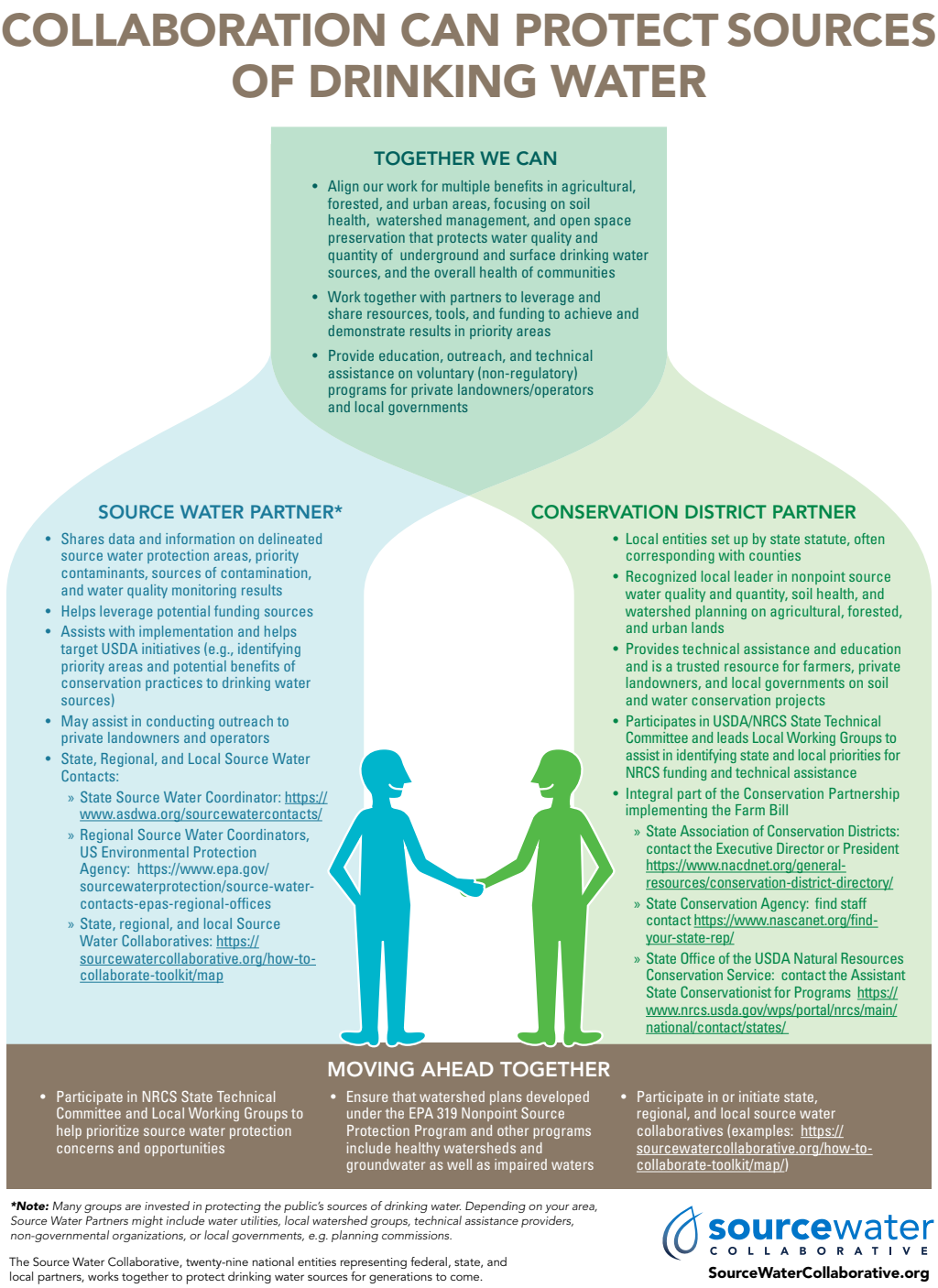
Why Identify Common Ground?

- A short list of common values, goals, or approaches can generate motivation to work together, even among non-traditional partners.
- Recognition of common goals, mutual benefit, overlapping priority areas or target audiences can increase effectiveness, leverage limited resources, and generate efficiencies for each organization.
- Thinking about your water concerns from the perspective of a potential partner might generate some new ideas for potential solutions, and can help you identify benefits that might motivate others to protect a community's water supply.

Some Tips For Considering What You Might Have In Common:

- Take a look at your potential partner's website. What do their mission statement, projects, press releases, or leadership statements identify as their top priorities?
- Look for win-win approaches that provide multiple benefits for your organization and your potential partner organizations.
- Check these areas for similarities or complementary approaches:
  - Target audiences.
  - Priority geographic areas.
  - Water quality or quantity concerns.
  - Key decision makers.
  - Voluntary or regulatory approaches.

Consider showing key information in a graphic. Below is an example of a handout used by the National Source Water Collaborative to illustrate common ground with state agricultural leaders, in this case conservation districts. The graphic also highlights what each brings to water quality protection efforts.



Define Your Intentions With Key Materials

Now that you've brought partners together, you'll want to harness that initial energy and clearly articulate your group's intentions. Formalize the collaborative relationship by jointly developing a statement of purpose. This development process clarifies the commitment among the partners and enables you to easily define your effort to external stakeholders.

Why Do We Need A Vision Statement?

Developing a written statement for members to sign can identify common goals and solidify the collaborative, so it is recommended that groups move to do this early in the process.

Vision Statement is Also Known As:

- Mission Statement.
- Memorandum of Understanding.
- Statement of Purpose and Commitment.
- Letter of Intent.

If your vision statement recognizes the value of recognizing multiple benefits of protecting your drinking water sources, it can help engage partners and other stakeholders. The water in your community likely supports public health and economic sustainability for your community. Your local water bodies (including ground water) might be a valued source of recreation, habitat for animals and birds of value to hunters or birders, essential to community businesses, or an important influence on a neighboring community's water quality.

What Can It Include?

Developing a short statement of guiding principles can be a foundation for your group. Identifying your priorities can help move the group toward action. You may also develop agreement on how you intend to work together in a separate document.

- A clear vision or mission statement with desired outcomes.
- Goals and objectives of the partnership.
- Organizational structure.
  - How you intend to work.
  - Member requirements/commitments.
  - Guidelines for bringing on new members.
- Clear delineation of roles and responsibilities.
- Leadership roles and decision-making process.
- Grant/financial management (if needed).
- Signatures from all partners.

Sample Collaborative Statements Of Purpose

National Source Water Collaborative
North Carolina Source Water Collaborative
Schuylkill Action Network
Lower Yakima (WA) Valley Groundwater Management Area Advisory Committee
ELANCO (PA) Mission Statement
USR RWMG Summary

Schedule A Visioning Meeting

A draft agenda might include:

- Brainstorm ground rules and broader norms.
- Define the geographic area(s) and problem(s) this group can effectively address.
  - Note that some collaboratives add more issues or expand their scope over time. In the beginning, it's important to set tangible goals.
- Examine the strengths of your collaborative. Outline where you can have a unique impact. Focus on your reasons for collaboration. These might include:
  - Addressing a multi-disciplinary issue: No one group has all the expertise, skills and abilities to achieve the desired goals and outcomes.
  - Cross-Jurisdictional Coordination: The land that protects drinking water sources often crosses political boundaries and effective solutions may require collaboration with other community leaders or with regional organizations.
  - Innovation/Problem Solving: Bringing in new perspectives, solutions to problems.
  - Resource Limitations: Pooling Resources (time, efforts, funds) to meet goals.
  - Information Sharing/Enhance Coordination.
- Discuss what success might look like.
- Draft a vision statement. Depending on the time and energy of the group, this step may need to occur at a later time, or with a subset of the group.

Create An "Elevator Speech"

- Be ready to quickly explain your collaborative to take advantage of opportunities to engage interest.
- Remember to tailor your speech to the listener.
- Make it clear what you're asking the listener to do.

- Expect people to listen for what's in it for them.
- Prepare a few variations if your collaborative focuses on various topics.

Elevator Speeches

[Source: Huffington Post, "8 Tips for a Great Elevator Speech" by Dianna Booher (May 30, 2014)]

An effective elevator speech is a sales call in a sentence. Do it well and it enhances both your image and your results. If you frequently find yourself stammering and stuttering when you should be selling yourself and your services, consider the following tips:

1. **State what you do in terms of a benefit.**
   Example: "We help salespeople really engage their buyers when they deliver a sales presentation or a written proposal."
2. **Make sure your opening benefit has a hook.**
   The benefit stated as a hook causes listeners to say to themselves: "Oh, yeah? We have problems with that too. I wonder how he/she does that...?" Remember that people don't really care what you do–they care about what you may be able to do for them.
3. **Add a credibility builder.**
   The credibility builder may mention well-known clients to establish that others value your services. Consider your track record for credibility builders. You could also mention key results achieved for clients or a certification process that you've "just completed" to accomplish the same effect.
4. **Deliver your "speech" as if speaking off the cuff.**
   Never sound purposeful or canned. The key to a great elevator speech is an "adviser to adviser" delivery rather than a "pitch."
5. **Be quotable.**
   Make it memorable so the other person can pass it along to others who might be interested in what you offer. Before you charge me with contradiction of the previous point about a friend-to-friend delivery, let me elaborate: There should be some phrase in your description of what you do that sums up the essence succinctly.
6. **Prefer the vernacular to the jargon of your industry.**
   Sound as though you're talking to your brother, not a prospective boss or client.
7. **Keep it brief — not more than 15-30 seconds.**
   Remember that people have attention spans geared to 15-second or 30-second TV commercials. And those employ many screen changes to hold attention. Keep in mind how often you're tempted to flip the channel or leave the room for a snack.
8. **End with an open question to engage the other person in a dialogue.**
   If you just end the "speech," you'll typically get a pleasant nod, a polite "Hmmm," or a "That's nice." And a silence leaves both of you uncomfortable. So take the next step yourself by posing a question to the listener. The person can either respond to you briefly and change the subject if no interest or continue about the challenges you can help him or her meet–ideal.

Elevator speeches more appropriately should be called elevator conversations. They should sound like an exchange that might transpire between two strangers on the way from the first to the fiftieth floor. When the door opens, the person hearing the "speech" should want to linger in the hallway to continue the dialogue.

Engage Members And Drive Action With Communication Tools

- **Effective communication** saves time and keeps team members engaged in ongoing action.
- **A variety of tools** can help you communicate quickly and effectively. Consider web services, apps, and available offline tools when deciding on your best medium for communication.

When Choosing Tools That Best Suit Your Group, Ask:

1. What Types Of Materials Will We Need To Share?

- **Are you developing and editing written documents, such as a Vision Statement or Memorandum of Understanding?**
  Consider cloud file-sharing services like Google Docs or Microsoft SharePoint that allow users to combine redline edits on documents. File-sharing makes editing much less time intensive!
- **Are you sharing schedule details?**
  Doodle, an online scheduling service, can quickly identify availability.
- **Are you holding many conversations with several partners at once?**
  Keep your discussion threads organized using Basecamp, an online platform that compiles and updates discussion threads, and stores documents and to-do lists.

- **Are you sending a blast of updates from a field location?**
  Cell phone apps like Whatsapp and GroupMe allow you to send unlimited text messages to groups of 25 to 50. A workgroup might use this to send an update on a project from the field. Or, members may wish to notify others quickly of a new event or funding opportunity.

2. What Technologies Can Your Members Access?

Some offices don't allow software or websites, and others have limited web access. Additionally, some members may not have cell phones or smart phones. Consider members' equipment before relying on technology to communicate.

3. Who Will Organize Communications?

Appointing a central member to organize group emails, documents, or (if available) websites can simplify and unify messaging.

- Remember: Whoever takes on this role should work closely with Collaborative leaders and have the time and capacity to keep regular contact with all organizations in your group!
- Some efficient ways to regularly update members include email listserves, written or electronic newsletters (may require contributions from many members), or online group spaces like LinkedIn, Wikispace or Facebook groups.

Set Specific Goals And Propose Initial Protection Activities

Define Your Benchmarks Of Progress

Consider your priority concern. How can you define the state of your source water? Create a list of ways your collaborative can easily measure and track protection. Here are some examples...

If You're Concerned About_____, You Might Define Your Progress By...

- **Nitrates in groundwater or surface water.**
  Nitrate loading level from point and nonpoint sources.
  Amount of fertilizer used or sold in your county.
- **Stormwater impacts.**
  Number of communities enacting zoning or stormwater management ordinances.
- **New development impacting surface water.**
  Percent impervious cover in the watershed.
- **Agriculture impacts.** *(general)*
  Number of farms implementing BMPs.
  Manure loading from dairies or animal feeding operations.
- **Acid mine drainage.**
  Levels of heavy metals in source water monitoring stations.
- **Reduced biodiversity and natural buffers.**
  Stability and condition of riparian vegetation. Reduced biodiversity and natural buffers. Miles of buffers established (e.g., through USDA/NRCS conservation funds and voluntary landowner efforts). Aquatic community metrics, including diversity indices.
- **Permit violations.**
  Number of facilities in violation and volumes discharged.
  Percent of population in your state served by systems in waters listed as impaired.

Determine Activities To Get Started

Even if your collaborative is still new, think about starting pilot actions geared toward tangible outcomes. Working on even small-scale actions will help your group form an identity. A sense of forward momentum will help energize collaborative members.

Ground your actions in specific measures of progress (such as those above) to set reasonable goals. For example:

- A group that seeks to reduce "percent imperviousness upstream" can stage trainings for forest owners on land conservation.

Plan Effective Meetings

Tips for Efficient Meetings

- Create a process for scheduling meetings and distributing meeting materials.
- Plan each meeting by outlining clear objectives.
- Determine if a full member meeting is necessary to accomplish those objectives. Emails, one-on-one or small group calls can be effective alternatives.
- Ensure appropriate participation at meetings. Reschedule, if needed.
- Prepare and distribute an agenda before the meeting.
- Identify pre-work to reduce meeting time. (Distribute materials and encourage members to bring ideas to the meeting.)
- Design your agenda to ensure adequate time for dialogue and necessary decisions.
- Assign action items and set realistic due dates before wrapping up meeting.
- Distribute notes with clear action items and timelines.
- Regularly seek ways to improve the meeting process for your group.

Set Ground Rules

- Establish a regular schedule for meetings.
- Assign key roles: facilitator, meeting planner/host, note taker, other staff support.
- Identify a coordinator who keeps the group focused and actively working toward goals.
- Agree to have meetings start and end on time. Assign someone to help enforce this.
- Set standards for respectful listening, confidentiality and decision-making.
- Ensure all members feel included. Some personalities naturally do more of the talking. Good meeting managers/facilitators call on "quieter" members and design activities to get wide-ranging input.
- Determine if your group will require a consensus on key decisions.
- Beware of "death by consensus." With diverse groups, insisting on consensus can hinder progress. Consider using sub-groups to move toward desired outcomes.
- Plan for and openly discuss how your group will handle conflicts, such as:
  - Discussions that can go "off on tangents" or become unfocused.
  - Discussions that attempt to undermine or derail the broader group's interests.

Plan Room Layout

- Room layout will depend on several factors—the size of your stakeholder group, the length of the meeting, and the size of the meeting room.
- Try to match the room size with the size of the group because some people are reluctant to speak in a cavernous room.
- Tying in other colleagues by phone? Be certain the phone speaker is positioned near those talking. Check in with phone participants to ensure they can hear speakers.
- Create an environment that will stimulate discussion.
- If possible, arrange seating so that all members can see each other (such as U-shaped or semicircular).
- Consider tables in front of the participants. Tables can create a barrier, but they also provide a place for notebooks, cups and so forth.
- Don't forget to consider lighting and placement of equipment.

Tips for Meeting via Conference Call

- It sounds simple, but be sure all participants have the call-in number.
- Using web-technology to share PowerPoint presentations can ensure participants are following at the same pace.
- When participants join by phone, the facilitator or meeting lead lacks the ability to read body language. Check in with the group throughout the meeting to ensure people are following and in agreement.
- Take time to check in with others if a small set is dominating discussions.
- It can be helpful to restate each decision or next step as it's identified and ask if there are any questions before moving on to the next topic.

Develop Effective Meeting Agendas

The agenda will serve as a road map to accomplish your meeting objectives. As a general rule, the amount of time spent preparing for a meeting should be much more than that devoted to the meeting itself. Before you can develop an agenda, you need to answer several questions. Each of these questions will provide information to help develop a strong agenda, which will help you achieve your objectives.

Why are you calling a meeting?

By first asking what you need to accomplish, you might determine that a meeting isn't necessary and that you can accomplish your goals some other way (such as group emails or select calls). Some of the most common reasons for a meeting are:

- Sharing information.
- Solving a problem.
- Making a decision.
- Reviewing progress and evaluating results.
- Celebrating achievements.

What Do You Hope To Accomplish?

Structure your agenda topics to help you get the input you need. Are you looking for agreement on an issue? Increased awareness of an issue to identify new collaborative opportunities or actions? If you can't clearly outline the desired results, chances are you need to go back and focus on the purpose of the meeting.

Who Needs To Attend And What Are Their Roles?

Based on your desired outcomes, determine who needs to be involved in the meeting. It can be frustrating to plan to discuss an issue in great detail, only to find the key people who can provide unique insights or make a decision are not present. Determine what the participants' roles will be. Who is necessary to participate in the meeting? Who will lead the meeting? Do you need a facilitator? Who will take notes? How will decisions be made?

What Topics Need To Be Discussed To Reach The Desired Outcome?

Deciding on topics will help determine if materials need to be sent out ahead of time so that an informed decision can be made. It will also help in allotting time on the agenda for discussion. You might find that you won't have time to discuss all the proposed topics and will have to narrow the list. Or you may ask participants to review materials and bring ideas to fast-track action-oriented discussions during the meeting.

Once you have answered the above questions, you can develop an agenda that is focused on the desired outcomes, allows enough time for discussion of key issues, and is structured so participants will feel they have contributed to the desired outcome. If co-chairs or a steering committee leads your collaborative, it can be helpful to get their input on draft meeting agendas.

See sample SWC meeting agendas:

- National SWC Meeting Agenda – May
- National SWC Meeting Agenda – June

Download a meeting agenda template here.

Find Sample Meeting Materials

Your collaborative's kick-off meeting agenda will be based on your unique needs, the size of your group, and familiarity between your participants. The previous toolkit section included suggestions for how to develop an agenda and offered a sample template. While there's no one-size-fits-all agenda format for a collaborative meeting, we have compiled a few meeting materials that may assist your planning.

Sample Collaborative Kick-Off Meeting Materials

- Connecticut SWC (statewide collaborative)
  - Meeting Agenda (December 2013)
- North Carolina SWC (statewide collaborative)
  - Workshop Agenda (December 2011)
- Salmon Falls Watershed Collaborative
  - Agenda (October 2010)
  - PowerPoint

Other Helpful Resources

SWP 101 PowerPoint – If your kick-off meeting includes participants who may not understand all aspects of SWP, this PowerPoint provides a broad overview.

Find Funding Ideas

Visit EPA's Funding Integration Tool to see how to use various federal funding sources to protect drinking water sources. While forming a collaborative, you might need funding for:

- Operations and team-building: Some base funding is usually helpful for initial startup activities like kickoff meetings and workshops, and related outreach materials and invitations. Core partners may be able to provide meeting space or limited funding to cover staff time.
    - View below for examples of how other collaboratives acquired base funding.
- Pilot projects: In the early stages of a collaborative: launching a few pilot projects can establish early success, boost morale, and "iron out" operational kinks. You may need funding for implementation as well as communication materials surrounding pilot projects.
    - View below for examples of small-grants and organizations that may fund pilot projects.

As You Browse For Funding, Keep In Mind:

Collaboratives often have more financial options than they think. Communities may tap into federal and state grants or local taxes and bonds, while water suppliers may have access to funds to conserve land in their watersheds. State or local foundations may have a priority interest in public health or water quality. Think about creating a "funding quilt" that stitches together diverse pieces of funding into a stable whole. This strategy also prevents reliance on a single, potentially short-term source of funding.

Lessons learned:

- Communication – between stakeholders and between project team members and stakeholders – is absolutely key.
- Understanding and incorporating the needs and issues of the faces across the table are essential elements in building trust.
- Funding sources are key to maintaining organizational structure. Headwaters regions may lack the financial resources available to downstream areas where water is delivered for economic benefit, and thus may have to depend on public or foundation support. One group in California was awarded a collaborative planning grant (private funds) to continue in their efforts through 2014, and has been awarded a grant (state funds) for implementation of key infrastructure needs.

Operational And Base Funding Examples From Current Collaboratives

Collaborative	Funding source while forming
Salmon Falls Watershed Collaborative (NH-ME)	Founding workshop in 2010 was funded by the New Hampshire Department of Environmental Services and Maine Center for Disease Control and Prevention, with technical support from the national Source Water Collaborative.
Otsego County Water Quality Coordinating Committee (WQCC), New York State	The WQCC began as a sub-committee of the Otsego County Soil and Water Conservation District (SWCD). NY State Agriculture and Markets funded SWCD to develop a water quality strategy. NY Agriculture and Markets was, in turn, funded by a grant from the EPA Clean Water Act Section 319 nonpoint source program.
Berks County Water and Sewer Association and Triple Divide Watershed Coalition	A number of county and multi-county source water collaboratives in Pennsylvania emerged out of start-up funding from the Water Resources Education Network (WREN), a project of the League of Women Voters of PA, with funding from the Drinking Water State Revolving Fund set-aside by the PA Department of the Environment. Ongoing funding for the Berks County Water and Sewer Association is provided through Association dues and fees collected from sponsoring training workshops.
Schuylkill Action Network (SAN)	Initial funding was provided by EPA through a Targeted Watershed Initiative Grant in 2004 to the Partnership for the Delaware Estuary for water quality improvement and demonstration projects. These projects leveraged additional matching funds from the state of Pennsylvania through its Growing Greener grant program. **Click here for a brochure about the Schuylkill River Restoration Fund**.
Nebraska Wellhead Protection Network	Founding meeting was convened and initiated by the Nebraska Department of Environmental Quality in 2001. The group is funded by Clean Water Act Section 319 grants. Members rotate hosting quarterly meetings.
Idaho-Washington Aquifer Collaborative (IWAC)	In 2009, the Idaho Water Resource Board sponsored a 50-year Comprehensive Aquifer Management Plan (CAMP) for the Rathdrum Prairie Aquifer. IWAC was created out of meetings between utilities, the Spokane Aquifer Joint Board (including private stakeholders), and nonprofits.

Funding Options For Pilot Projects

Federal Small-Grants Numerous federal grants apply to source water protection, including grants that focus on nonpoint sources of pollution, urban water sources, infrastructure projects, and more. **Click here for a complete list of federal grants available for source water protection**.

Funding Program	Description	Eligibility
Urban Waters Small Grants Program (UWSGP)	Grants of $40,000 to $60,000 each to support urban community efforts to access and improve waterways.	**Targets 18 at-risk communities in the US.**
Nonpoint Source (NPS) Implementation Grants Clean Water Act Section 319	Funding for nonpoint source control practices like restoration of wetland and floodplain hydrology and vegetation; treatment of urban and agricultural runoff; reforestation; and public education. Administered by states, territories and tribes.	**Consult your state NPS Coordinator**
Acid Mine Drainage Reclamation	The U.S. Department of Interior's Acid Mine Drainage (AMD) Reclamation Program is designed to support the efforts of local groups to complete construction projects to clean streams impacted by AMD.	Nonprofits, especially watershed groups, committed to remediating AMD.

Local Sources

Many communities are home to local foundations, levies, government programs, and private sponsors who can provide start-up funding for pilot projects. Collaborative members can provide key insights into local funding sources. See below for a few examples of location-specific programs.

Funding Program	Description	Eligibility
Community Development Block Grant Program (and similar US Department of Housing and Urban Development grants)	Provides annual funding to specific cities and counties to enhance living environments. May fund the construction of public improvements, such as green infrastructure and neighborhood centers.	"Entitlement communities," as listed here.
Delaware River Restoration Fund (Open Space Institute, Drexel University, William Penn Foundation)	Supports projects to protect the Delaware River, source water for 17 million people. Emphasizes three priority strategies: stewardship of working lands; restoration of wetlands, floodplains and stream corridors; and promoting adoption of green infrastructure in urban/ suburban landscapes.	View detailed eligibility standards in the Fund's Request for Proposals
National Fish and Wildlife Foundation small grants	The National Fish and Wildlife Foundation helps fund grants focused on pilot projects in specific locations, species, and topic areas. While grants emphasize habitat restoration, they often sponsor mutually protective actions for drinking water and biodiversity, such as land conservation and green infrastructure.	Eligibility depends on project relevance to individual grant goals.
William Penn Foundation	Provides grants of to support scientific research and analysis; land acquisition for conservation; and stream restoration in the Delaware River Basin. The Foundation also funds outdoor recreation and education programs in the watershed.	Organizations classified as tax-exempt under Section 501(c)(3) and as public charities under Section 509(a) of the Internal Revenue Code. Religious organizations may receive funding for non-sectarian projects that benefit the wider community.

Private Endowments And Public-Private Partnerships

Private companies, especially those that use or impact drinking water, may have substantial resources to offer source water protection activities.

Funding Program	Description	Eligibility
The Five Star Grant program	Encourages on-the-ground wetland, riparian, in-stream and coastal habitat restoration as well as community education. Five Star receives funding from FedEx, PG&E, Southern Company, and Alcoa Foundation, as well as the EPA, the Forest Service, and US Fish and Wildlife Service.	Any public or private entity. Preference is shown to organizations directly connected to the local community who can monitor and sustain projects for 5 years or more. Preference is also shown to groups of five or more partners who provide in-kind funding.
Environmental Solutions for Communities Initiative (Wells Fargo and National Fish and Wildlife Foundation).	A 5-year initiative (2012-17) leveraging $37.5 million. Provides grants of $25 to $100 thousand. Funding priorities include sustainable private agriculture, land conservation, water quality improvement, habitat restoration, and green infrastructure.	Nonprofits, educational institutions, and state, tribal or local governments working in states where Wells Fargo operates. Encourages broad-based citizen participation in project implementation.
Sustain Our Great Lakes (ArcelorMittal – an integrated steel and mining company – and several federal agencies).	Public-private partnership to protect the Great Lakes. Funds on-the-ground habitat restoration and enhancement throughout the Great Lakes basin. From 2006-2013, awarded 193 grants worth $37.1 million.	Projects must occur within the Great Lakes basin. Eligible applicants include nonprofits, educational institutions, and state, tribal and local governments.

Do You Work With Agricultural Producers?

Are you looking to leverage resources for conservation with another organization?

See The Source Water Collaborative's **Online Conservation Partners Toolkit** For Current Opportunities In Your State Via USDA's NRCS.

Advancing a Developing Collaborative

Engage Partners And Drive Action

Find detailed tips about how to assess your members' engagement and the effectiveness of your collaboration.

One of the most frequently asked questions about collaboration is how to keep members active and engaged over time. It's important to anticipate and plan for a natural ebb and flow in engagement. Here are some tips:

Sample Collaborative Kick-Off Meeting Materials

Assess Your Collaborative Needs

You may notice opportunities to improve engagement, but be sure to identify needs from various perspectives. Depending on the size of your group, you might collect information by:

- Scheduling one-on-one conversations with members to discuss their interest in the collaborative, any barriers to interaction, and their priorities for collaborative activities.
- Sending a questionnaire via email. You might use a simple online website such as surveymonkey.com or if technology is a barrier, send a few questions via email, or distribute paper copies at your next in-person meeting.

Be honest about barriers to success. Some areas to assess:

Effective & Consistent Communication

- It's important to evaluate channels of communication as membership and activities change and shift.
- Is someone responsible for maintaining regular communication and strategic planning?
- Do communication tools and methods make it easy to provide feedback?
- Keep in mind that some members are more responsive to phone calls vs. emails (or vice versa); others may need repeated reminders.
- Does the group agree on the frequency and options for meetings?

Culture

Trust is a key foundation for collaboratives and often takes time to develop.

- Is it easy for people to share their knowledge and concerns?
- Are there established norms or standards for the group's intra-communication, decision-making and meeting protocol?
- Are disputes/concerns aired and handled with respect and diplomacy without taking over agendas?

Shared Vision

- Has a shared vision been established?
- Did it seem everyone was on board in the beginning, but energy faded over time? Consider whether the shared vision should be re-visited to renew focus on areas of common interest, rather than agendas of individuals. Establishing annual goals based on shared vision can also motivate and focus action. Including annual goals on each collaborative meeting agenda can encourage continued support and commitment. Some collaboratives find they need to modify their vision as the work gets underway. Don't hesitate to reexamine what the group can achieve and set realistic goals.

Shared Responsibilities

- Are members delivering on their responsibilities?
- Ensure the work assignments are distributed and member duties are matched to their abilities and interests.

- Developing workgroups (or sub-groups) and sharing meeting hosting can be effective ways to share responsibilities.

Actions

- Are you ensuring follow-through on the actions your group intends to do?
- Determine what might be impeding progress:

Define Priority Outcomes And Set Annual Goals

Successful collaboratives commit to common goals and prioritize specific actions. Think of your effort in three phases:

Your collaborative members are essentially "volunteers" contributing time in addition to their 9:00-5:00 work requirements. Developing clear goals before implementing projects can help your group be more efficient over time.

Beware Of A Potential Pitfall Of Collaboration

Collaboration can be an effective process to take action and solve problems, but if a group isn't careful to set actionable goals and monitor progress, collaboration can become a goal unto itself, leading to member disinvestment.

How To Set Goals And Priorities As Your Collaborative Advances

- Consider developing an action plan. Think of this as a working document that can highlight short- and long-term actions and opportunities.
  - Some collaboratives spend months developing an action plan. Successful collaboratives use a planning process that helps them transition quickly to action. Action plans can be concise documents. Here are a few examples:
    - An Action Plan to Protect Maine's Drinking Water Sources (Trust for Public Land)
    - Lower Umatilla Basin Groundwater Management Area Action Plan
    - Ohio Lake Erie Commission's Balanced Growth Strategy
    - Salmon Falls Watershed Collaborative Action Plan
- Tie regular meeting objectives to your goals.
  - On each member meeting agenda, list the collaborative's current goals, meeting objectives and topics. This will help the meeting planner, moderator, and participants link each meeting to overarching goals.
  - Add time on your meeting agendas to review the goals you've accomplished and measure your success. This activity can help the group set measurable goals for the future.
- Devote a planning meeting to reviewing success to date and outlining how you've met original goals. After assessing your progress, discuss how your group should revise its original goals or add new goals. Click here for a template to guide this activity.
- If you prefer to collect this information after an in-person meeting, send an annual questionnaire. SurveyMonkey.com has free online survey templates. If you only have a few questions, those can be sent in an email or by attaching a Word document.

When To Revisit Goals And Priorities?

In the forming stage, you outlined the mission and key goals of your collaborative. As your collaborative advances, agree on key times to revisit your priorities. Two common options include:

- Annually: Schedule an annual planning meeting to review status of projects, recent achievements, how the group is best positioned to achieve success (i.e., "What are we doing well?"), and upcoming opportunities. Consider what efforts should be continued into the new year and if members can dedicate time to take on additional actions.
- When a Project is Completed: Some collaboratives are focused on a small set of key activities, and choose to reassess their group's overarching goals when a key project is completed. This allows time to determine if all project goals have been met, and if not, additional activities can be identified in order to best reach the project goals. If all goals have been met, the group can move on to address other opportunities.

Create Concrete Actions And Projects

Ready to start implementing source water protection actions? Launching pilot projects can help you make early progress toward your goals. Browse examples of concrete protection activities below.

While preparing to implement protective actions, think about:

Planning Pilots With Measurable Results

Consider tips on measuring and tracking protection from the "Forming a New Collaborative" phase. Before launching a project, review your source water priorities and methods of measuring results in order to inform planning.

Considering Your Action Plan

An Action Plan can help you track progress toward your long-term goals. Your pilot project can "test drive" a protection strategy to craft into your action plan, or serve as a first step toward accomplishing set goals.

Some collaboratives have success because they create action plans that ensure incremental progress. Here are a few tips from successful collaboratives:

- Don't feel you must make major changes all at once.
- Set short-term interim goals that can lead to bigger advances.
- Short-term successes can keep members engaged and provide a sense of accomplishment.
- If the broader group can't commit to an activity, encourage a sub-group to take action on their own.

Examples Of Protection Activities & Additional Resources

Pilot projects will vary widely depending on issue and context. The following case studies present a brief sampling of projects undertaken by collaboratives or collaborative-like groups. This is by no means a comprehensive list, but aims to provide "food for thought" as you design your own protection activities.

- Example 1: Agriculture Best Management Practices (BMPs)
- Example 2: Risk management and emergency spill response
- Example 3: Land use and conservation
- Example 4: Using GIS to plan for source water protection
- Example 5: Climate change adaptation

Example 1: Agriculture Best Management Practices (Bmp) Pilot And Additional Resources

The primary element of this project was the construction and installation of a 12' x 70' concrete manure storage facility and transfer system that will constrain manure from leeching into the creek. This also allows the farmer the ability to spread manure onto local crop fields at the optimum times of year, in order to avoid runoff into the Manatawny Creek. In addition to the manure storage facility Berks Conservancy also installed several stream cattle crossings and a new roof over the barnyard. The completion of this project has had a tremendous impact on the continued high water quality of this important Schuylkill River tributary.

Project Deliverables

- Installation of a 12' x 70' manure storage tank and transfer system
- 12' x 100' stoned animal walkway
- Installation of animal stream crossings
- 20' x 25' stack area for manure
- Installed new roof over barnyard

Also Check Out...

Agricultural Best Practices resources

Source Water Collaborative Toolkit: Protecting Drinking Water Sources through Agricultural Conservation Practices. 2013. Source Water Collaborative.
Developed as result of extensive collaboration between members of the SWC, including the National Association of Conservation Districts and USDA's Natural Resources conservation Service, this toolkit offers a step-by-step approach to develop successful partnerships with members of the agricultural conservation community.

Your Water Your Decision. Field to Faucet, EPA & FFA. 2011.
This brochure outlines best management strategies for agricultural landowners and operators.

Protecting Water Quality from Agricultural Runoff, EPA Fact Sheet. 2005. EPA 841-F-05-001.
Fact sheet about how agricultural runoff affects water quality.

A Farmer's Guide for Healthy Community
An Introduction to Agricultural Stormwater Best Management Practices.

Drinking Water: Protecting the Source, 20 Lessons for high school agriculture science students. FFA.
These educational materials were developed to assist teachers who seek to enhance student awareness about where their drinking water comes from and how sources of drinking water can be protected.

Example 2: Risk Management And Emergency Spill Response Pilot

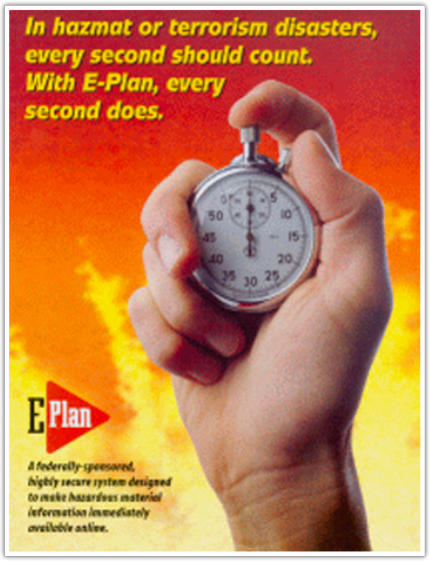
In the state of Oklahoma, First Responders to hazardous material contamination events have registered with a system called E-Plan to access critical information during emergencies, such as:

1. Maps of the area surrounding a fixed facility showing schools and hospitals
2. Maps of all facilities with a specified hazardous material in specific area
3. Chemical Hazards Response Information System (CHRIS) data
4. Material Safety Data Sheets (MSDS)
5. Chemical profiles
6. Emergency Response Guidebook (ERG) pages
7. National Fire Protection Association (NFPA) codes
8. Facility Risk Management Plans (RMPs)

Information is delivered to firefighters and hazmat teams online, and is also connected to drinking water utility networks.

Similarly, **The Triple Divide Watershed Coalition**, a source water collaborative in Pennsylvania, worked with Tioga/Potter 911 networks to overlay maps and information on public water systems into an emergency response tool in case of chemical spill.

The Hamilton-New Baltimore Consortium, a collaborative in Ohio, created a Contingency Plan for toxic spill cleanup. The Consortium publicizes a Regulated Substance Release Report, information on emergency response procedures, and contacts for environmental cleanup organizations.



Example 3: Land Use And Conservation Pilot And Additional Resources

The Salmon Falls Watershed Collaborative convened a 2010 workshop that brought together 80 water supply managers, municipal staff, planning board and conservation commission members, federal/state agency personnel, and community members. Workshop participants developed plans to address water quality problems facing the region, such as increased surface runoff due to the development of forested lands. During subsequent workshops, the Collaborative worked with forest owners to conserve over 3,976 acres of private forest lands in the Salmon Falls Watershed using funding from the NRCS Environmental Quality Incentives Program (EQIP); Wildlife Habitat Incentives Program (WHIP); and other sources.

Also Check Out...

The Source Protection Handbook. 2005. The Trust for Public Land.
This handbook is designed to help communities make the case for land conservation and go about conserving lands as a critical strategy to protect drinking water sources. It includes detailed guidance on best practices for assessing, prioritizing, and protecting land to maximize source water benefits.

Forests to Faucet Web Page. 2012. USDA Forest Service.
This site includes an interactive map of the United States showing connection between forest lands and drinking water. The map can help you identify forested lands that are most important to drinking water supplies in your area.

County Water Quality Issue Brief: Using GIS Tools to Link Land Use Decisions to Water Resource Protection. 2007. National Association of Counties.
This issue focuses on GIS "decision support systems" that allow counties to identify the connection between land management and water resource protection.

Wetlands-at-Risk Protection Tool (WARPT). 2010. US EPA and Center for Watershed Protection.
A web tool that guides users through the process of quantifying the state of at-risk wetlands, documenting the benefits they provide at various scales, and implementing conservation measures to improve water quality.

Example 4: Using GIS To Plan For Source Water Protection Pilot And Additional Resources

The Casper Aquifer in Albany County, WY lies under a vast expanse of pastureland that is undergoing rapid development. Due to an influx of residential properties, the Aquifer faced threats from septic systems and urban runoff to recharge areas. The County used a software called Community Viz, a GIS-based decision support system, to quantitatively and visually model three land use scenarios for 1,331 residences that had been assigned sites in sensitive areas. The land use scenarios represented 1) continuation of existing trends, 2) aquifer protection, and 3) density shift categories.

Albany's GIS decision-support systems showed county planners that the "continuation of existing trends" scenario stood to dramatically reduce groundwater quality. As a result, both the city of Laramie and Albany County adopted Aquifer Protection Ordinances, which required a joint city/county Aquifer Protection Overlay Zone. The Environmental Advisory Committee (EAC) now uses the tool to develop nuanced planning recommendations. In addition, Laramie's Water Outreach Coordinator uses the tool in education campaigns to promote public awareness of drinking water sources.

- For more information on this, and other, GIS tools to support source water protection, visit: **https://www.epa.gov/sourcewaterprotection/drinking-water-mapping-application-protect-source-waters-dwmaps**
- To access and download free geospatial data such as the National Hydrography Dataset and Watershed Boundary Dataset, visit: **http://datagateway.nrcs.usda.gov/**
- To browse an index of environmental databases, see this Toolkit's "Data and Information Resources" section.

Also Check Out...

Enabling Source Water Protection: Aligning State Land Use and Water Protection Programs

The Trust for Public Land, the Smart Growth Leadership Institute (SGLI), River Network, and the Association of State Drinking Water Administrators developed recommendations for source water protection priorities in eight states. The group recommended the following GIS-based approaches in Maine and Oregon.

Maine
Streamline statewide GIS databases and develop protocols for collecting, analyzing, uploading, and managing data to provide a one-stop center for state, local and regional governments, and to reduce duplication of efforts and funding.

Oregon
For specific watershed, create a GIS-based tool to identify healthy lands most important for conservation of water quality as well as impaired lands where restoration efforts will protect water quality. Use resulting landscape analysis tool to highlight opportunities for:

- Voluntary land conservation and restoration: Land conservation specialists can review the maps and reach out to landowners to see if they are willing to sell or donate land that can be managed for water quality benefits and habitat conservation. Technical service providers can review the maps and offer landowners resources to help them employ best management practices on their lands.
- Guidance for land use regulations: The GIS tool can inform local government planning and zoning decisions so that they better protect drinking water sources.
- Prioritize pollution control efforts: The tool can be used to prioritize places to improve existing pollution controls and management practices to address risks to public health through drinking water, recreation and fish consumption.
- Minimize risks from natural disasters: Data layers showing the flood zone and vulnerable soils identify some of the lands most vulnerable to natural disasters. Their locations may be useful to decision makers who identify priority areas, and plan for prevention, treatment needs, mitigation, and/or alternative water sources.
- Track water quality improvements: With some added features, the GIS tool's land use information, together with DEQ's existing monitoring data, could be used to track implementation and effectiveness of best management practices (BMPs) for source water protection, and point towards potential improvements.

Example 5: Climate Change Adaptation Pilot And Additional Resources

The Casco Bay Estuary Partnership is working with land trusts to incorporate climate change adaptation measures into their conservation planning. For example, CBEP worked with the Western Foothills Land Trust to identify conservation and stewardship priorities that would facilitate adaptation to climate change.

The CBEP and the Piscataqua Region Estuaries Partnership collaborated with the New England Environmental Finance Center, housed by the University of Southern Maine, to create models of climate change impacts using the COastal Adaptation to Sea level rise Tool (COAST), a 3-D visualization program. COAST modeled climate change impacts in local watersheds under different climate scenarios (e.g., varying degrees of sea-level rise) and provided cost/benefit analyses of adaptation actions. These models prioritized and informed the preservation of natural wetland buffers around high-value real estate.

(Adapted from "Lessons Learned from the Climate Ready Estuaries Program: New England Climate Ready Estuaries," 2012)

Also Check Out...

Climate change and source water protection resources

Climate Ready Water Utilities. US EPA. 2013.
The EPA's Climate Ready Water Utilities (CRWU) Initiative assists the water sector, which includes drinking water, wastewater, and stormwater utilities, in addressing climate change impacts. The website includes tools and resources to help utility owners and operators better prepare for impacts of climate change.

Climate Ready Estuaries. US EPA.
EPA's Climate Ready Estuaries program works in partnership with the National Estuary Programs and coastal management communities to assess climate change vulnerabilities develop and implement adaptation strategies, technical guidance, and education tools for stakeholders.

Water Quality Impacts of Extreme Weather-Related Events. Water Resource Foundation. 2014.
This report identifies and characterizes water quality impacts of weather-related events. The report includes an extensive Excel-based tool that allows users to sort and access case studies that are relevant to particular utilities. Case studies can be searched based on geographic location, weather event, water quality, year of event, and water source.

20 Watersheds Report. US EPA. 2013.
This report focuses on the impacts of climate change on watersheds, highlighting models and simulations that indicate potential changes to streams and rivers over the next several decades.

2012 Climate Change Indicators in the United States. US EPA.
This page describes trends and indicators related to the cause and effects of climate change, EPA activities, and other sector activities

National Climate Assessment, Chapter 3 – Water Resources. U.S. Global Change Research Program.
A status report about climate change science and impacts, the water resources chapter focuses on the effects on oceans and water resources, including public water supplies.

National Analysis of State Drinking Water Programs in the Areas of Water Availability, Variability, and Sustainability (WAVS). Association of State Drinking Water Administrators. 2009.
This white paper provides the results from a comprehensive survey of drinking water programs and it explains the various roles that state drinking water programs play in water quantity and conservation issues.

Pursue Common Ground With Partners

As your collaborative progresses, you'll experience new challenges. Taking time to focus on commonalities can improve your internal and external communications.

As your collaborative was forming, identifying areas of common ground helped people understand how they might work together based on mutual goals, areas of agreement, or similar or complementary areas of expertise or interests. As time goes on, working from a place of common ground continues to be an important component in a collaborative to address these situations:

- On-the-ground activities or project implementation steps may raise new expectations or unforeseen issues.
- As the collaborative expands its focus to address new issues (perhaps emerging contaminants, or particular local challenges), you may find disagreement among members who previously held similar views.
- A prospective new member or a new member representative brings different ideas to the group.
- Developing written materials (such as brochures, or information that conveys technical information) may highlight different approaches.
- The collaborative encounters different perspectives while addressing and engaging new audiences.

Tips For Continuing To Identify Common Ground

Look at the **Identifying Common Ground section in the Forming stage** on why identifying common ground is important and tips to help you find it.

Improve Communication Among Collaborative Members

Send an annual questionnaire to members to get feedback on the group's communication. Questions may include:

- **How can we improve our communications?**
  Do members have access to all communication tools? Do they find tools efficient and easy to use?
- **Are communications too sparse, or overwhelming?**
  Are members satisfied with the pace and punctuality of messages and updates?
- **If your collaborative expands membership, how can you alter communications to include new voices and input?**
  For example:
  - Smaller groups often draft documents via internal email thread.
  - A larger group might opt for a common "home" of documents, like SharePoint (Office 365), **Google Docs**, **Dropbox** or **Basecamp**.
- **What types of materials do members expect leaders to communicate?**
  What types of responses do leaders expect from members? Are these expectations being met?

SurveyMonkey.com is a user-friendly online survey tool that can help you quickly craft surveys and compile results. Or, if your collaborative is a small group, members can simply send their responses to a facilitator or group chair.

Leverage Funding Opportunities

At this stage of collaboration, many new financial options may be available to you. For instance, you may be ready to leverage grants along with in-kind resources of your own. Your group may also devise ways of creating your own revenue streams.

Leveraging Opportunities

2014 Farm Bill ***(NOTE: see the Agriculture Toolkit for working with NRCS for the latest information on the 2018 Farm Bill, and Farm Bill program links below)***
The Farm Bill is reauthorized approximately once every five years, and provides for a variety of conservation programs to protect soil and water quality. On February 7, President Obama signed the 2014 Farm Bill into law. Some examples of funding programs are highlighted below. For additional information, see Step 1 of the SWC's Agricultural Collaboration Toolkit.

Funding Program	Description	Eligibility
Regional Conservation Partnership Program (RCPP)	RCPP combines the authorities of four former conservation programs – the Agricultural Water Enhancement Program, the Chesapeake Bay Watershed Program, the Cooperative Conservation Partnership Initiative and the Great Lakes Basin Program. This is a ripe opportunity for collaborative partners to leverage resources with the Natural Resources Conservation Service (NRCS).	Producer groups or associations, state or local governments, American Indian tribes, treatment plants, water and irrigation districts, NGOs, higher education institutions. State Conservationists determine priority resource concerns.
Agricultural Conservation Easements Program (ACEP)	Provides funding to producers to purchase 1) agricultural land easements or 2) wetland reserve easements. The goal of ACEP is to prevent conversion of working agricultural lands by promoting Agricultural Land Easements; and to restore, protect, and enhance wetlands using Wetland Reserve Easements.	Private landowners, Indian tribes, state and local governments and NGOs that have farmland or grassland protection programs.
Voluntary Public Access and Habitat Incentive Program	Provides funding to create and expand public access programs. Can be used for rental payments or wildlife habitat planning services, to owners and managers who allow public access to their lands. Priority is to maximize accessible land area and promote wildlife habitat restoration.	Only states and tribal governments are eligible to apply for VPA-HIP grants. Private forest, farm or ranch lands are then eligible for assistance under these state grants.

New in 2014!

Funding Program	Description	Eligibility
The Healthy Watershed Grants Program	The EPA Office of Wetlands, Oceans, and Watersheds (OWOW) supports the assessment, identification, and protection of intact aquatic ecosystems.	Contact your EPA Regional office to learn how to apply to your Healthy Watersheds Program Coordinator.
The Joint Chiefs' Landscape Restoration Partnership	The NRCS and the USDA Forest Service funds projects focused on wildfire mitigation/risk reduction, wildlife habitat, and protection of water quality and supply.	13 priority watersheds in 12 states in 2014, expected to continue in 2015. 2014 Project Descriptions To participate in this partnership, consult your Assistant State Conservationist for Programs in each state. Find your state's office here.

Loan Opportunities

State Revolving Funds can help existing collaboratives implement cost-effective protections, then feed funding back to new loan allocations. Refer to the EPA Funding Integration Tool for updated information on using the SRFs for source water protection actions. https://www.epa.gov/sourcewaterprotection/fits

Funding Program	Description	Eligibility
Drinking Water State Revolving Fund Program (DW SRF) Clean Water State Revolving Fund Program (CW SRF)	Each state maintains revolving loan funds to provide low-cost financing for water quality infrastructure projects. Certain funds are designated for drinking water infrastructure. Revolving Fund monies are loaned to communities, which subsequently repay loans in order to recycle funding back to additional programs. CW SRF funds can be used to fund water quality projects, including land conservation and agricultural practices to protect water quality from non-point sources.	Contact state DW SRF representative Contact state and Regional CW SRF programs

Working With Nonprofits

Many nonprofits offer grant programs and technical assistance to groups active in source water protection. Also, view below to learn how to expand your eligibility for grant funding by adopting a nonprofit as a fiscal agent.

Nonprofit	Description
National Association of Conservation Districts	Conservation districts provide technical assistance, outreach, education, and links to resources for private landowners to plan and implement conservation practices to protect soil and water quality. Conservation districts are well-connected at the state and local level in 3000 counties across the nation and in US territories. Click here to learn how to work with, and leverage funding through, conservation districts.
The Trust for Public Land (TPL)	Helps communities establish land trusts for conservation across the nation. Provides technical assistance to landowners and communities to identify finance mechanisms for land conservation. TPL has successfully coordinated trusts for source water protection through forest conservation in Texas, New Jersey, Connecticut, New York, North Carolina, and Florida. LandVote: Database of measures that have passed in state or local elections to raise public funds for land conservation.
Smart Growth America	Smart Growth America is committed to sustainable development and low-impact urban planning. SGA often provides groups with technical assistance in areas such as Brownfield remediation or Department of Transportation innovation. SGA also hosts a regular series of Smart Growth community workshops, a possible venue for collaborative outreach.

Special Feature: Using A Nonprofit As A Fiscal Agent

Several collaboratives have adopted a unique structural model that uses a nonprofit agent to streamline and centralize financial resources.

The Northern Forest Alliance, the Highlands Coalition, and the Eastern Forest Partnership are three natural resource collaboratives that channel financial resources through the Appalachian Mountain Club (AMC), a 501c(3) entity based in Boston, MA. The three collaboratives each vest all legal and financial responsibilities with the AMC, including hiring and payroll for staff, accounting and annual audit, legal oversight of lobbying and non-lobbying activities, and more. Advantages of this model include:

- Collaboratives may immediately apply for grants available to nonprofits without registering as 501c(3) organizations themselves.
- Many nonprofits are large and well established organizations with extensive staff capacities and expertise. This makes grant applications far more competitive, and streamlines logistical and financial accounting.
- Collaboratives may enjoy special assistance from nonprofits in activities such as fundraising through the nonprofit's professional staff and leadership.
- Creating structural linkages with a nonprofit allows collaboratives to establish a public presence that is generally identical in external perception to a stand-alone 501c3 entity.

Engage Stakeholders

Find tips on how to reach stakeholders, including those with opposing views.

As part of your priority setting, your collaborative can keep an up-to-date list of possible stakeholders. Some collaboratives invite new stakeholders to partner in targeted efforts, if full membership isn't possible. Think beyond just asking for a general partnership. Help them understand your request by stating specific actions they can take.

Reaching Key Stakeholders

- Conduct informational interviews to learn about their current efforts.
- Start a dialogue – focus on common interests like public health or water quality.
- Use language where you can meet in the middle.
  - For example, instead using global terms like, "climate change", discuss in terms of drought or water scarcity to include relatable concerns.
- Share your collaborative's materials at their local events and workshops.
- Keep them in the loop via:
  - Email updates with key opportunities for their input.
  - Regular e-newsletters that summarize your efforts and milestone accomplishments, crediting involved stakeholders.
- Invite key stakeholders to participate in a "Get to Know Our Collaborative" meeting.
- Offer a field trip to build understanding and strengthen relationships.
  - Read about the Connecticut Source Water Collaborative's tours of a surface water treatment plant and watershed here.
- Don't forget to spend time understanding their issues, concerns, and motivations.

Consider Stakeholders With Opposing Views

Don't assume stakeholders who think differently should be left out. If your collaborative consists of many like-minded views, inviting other perspectives can help your group:

- Understand issues from other viewpoints.
- Discover insights about your audiences.
- Pinpoint challenges that limit your projects' success.
- Make progress on long-standing differences by finding common ground.
- Get access to influence hard-to-reach audiences.

Source water protection requires perspectives from for-profit companies as well as non-governmental organizations (NGOs). For example, the **Schuylkill Action Network** seeks to reach out to water users like businesses and water suppliers. Local companies like Exelon, Saucony Creek Brewing Co., and Lehigh Anthracite actively support source water protection projects in the Schuylkill watershed.

When Working With Stakeholders...

DO...

- ✓ Start early.
- ✓ Focus on issues that are important to them.
- ✓ Recognize differences.
- ✓ Achieve a broad representation.
- ✓ Communicate clearly and often.
- ✓ Be honest.
- ✓ Listen carefully.
- ✓ Build on successes.
- ✓ Commit resources to complete activities.
- ✓ Make it fun!

DON'T...

- ✓ Bring stakeholders in at the end of the project.
- ✓ Set unrealistic goals.
- ✓ Leave out key stakeholders because they may have opposing views.
- ✓ Forget "non-traditional" stakeholders. For example, hospitals, certified crop advisors, religious leaders and others can be strong advocates for source water protection.

Tips from EPA's Getting in Step: Engaging and Involving Stakeholders in Your Watershed

Are You Maintaining A Collaborative Effort?

Keep Partners Motivated And Engaged

Collaboratives are dynamic entities: priorities, opportunities, partners, resources and capabilities are constantly changing. It's only natural that the energy may ebb and flow after years of collaboration.

While the tips below offer useful suggestions, one action is critical at this stage: communicating a clear plan of action. Partners may feel appreciated, but if they don't think their contributions are worthwhile, the collaborative will languish.

Recognize Individual Partner Support

- Make contributions visible. Acknowledge substantial contributions of key members in group emails or key meetings.
- In today's world of e-communication, send personal letters or cards thanking partners for their contributions.

Celebrating Success & Recognizing Accomplishments

It is important to promote the visibility of your collaborative and its accomplishments. Not only is this helpful for maintaining the forward momentum and energy of the collaborative, but it also serves to promote the value of drinking water, and incentivize source water protection practices.

Re-Commitment And New Member Signing Ceremonies

These types of ceremonies are a great way to re-invigorate and raise the profile of the collaborative and its mission. The organizers will want to ensure that this type of ceremony has meaning and purpose for the members by providing a role for each of the collaborative members. This allows each of them to talk about the importance of the collaborative's mission and actions, and feel a sense of pride in its progress and accomplishments. It is also helpful to tack a meeting on to these types of ceremonies, where you can take advantage of the time each member has taken out of their daily work schedule to discuss current collaborative actions and business needs.

- Example:
  The Decentralized MOU Workgroup Partnership Renewal Ceremony was held in November 2011 to celebrate the partnership and welcome two new member organizations. The partnership, which brings together organizations to promote decentralized wastewater treatment, originally began with eight original partners in 2005 and grew over time to its current 16 members. The renewal ceremony was held in EPA's prestigious and historic meeting hall, and featured a warm welcome from the EPA Acting Assistant Administrator for Water, as well as verbal statements of commitment from each of the member organizations' leaders.
- Example:
  In April 2013 the National SWC hosted a Celebration and New Member Signing Ceremony, along with an afternoon meeting. This celebration commemorated the expansion of the group, from the 13 original members in 2006 to then 25 members. The celebration also provided a venue for welcoming the two newest members, showcasing the successes of the Collaborative to date, renewing the spirit of the SWC, and planning priorities and related activities for 2013 and beyond.

National And Local Promotional Events

National and local events, media, and press releases are a great way to promote the value of drinking water and source water protection. They also provide an avenue to advertise the existence and function of the collaborative and any or all of its efforts and programs, and especially its award and recognition programs. These events and activities can be conducted by the collaborative and/or its members, and can take place at (or in tandem with) other types of public events.

- **National Events**
  Yearly national events offer great cross-promotion opportunities to showcase the existence and efforts of a collaborative. Some of these possible national events include:
  - Groundwater Awareness Week in March
  - Earth Day in April
  - Stewardship Week, last Sunday in April to first Sunday in May
  - National Drinking Water Week in May
  - Protect Your Groundwater Day in September
- **Local Events and Gatherings**
  A collaborative can consider hosting its own events, or getting involved in local or state-wide events hosted by other entities or communities for various causes. These types of events provide a venue where the collaborative can promote its efforts or engage citizens and organizations to take action. Some examples of these types of events include:
  - State fairs, community events and town festivals.
  - Field tours and educational field trips hosted by the collaborative.
  - Informal gatherings that promote relationship building.
  - **Example:**
    The Salmon Falls Watershed Collaborative has hosted a variety of events, as well as participated in events of other organizations including:
    - Coastal Training Program Workshops are hosted by a variety of partners and are designed for people who need to communicate with public audiences about water resources, watershed management, and land conservation both on the coast and in inland waterways. A recent workshop focused on economic incentives of Low Impact Development.
    - Salmon Falls River Canoe Trip provided participants with information about the history of the river, as well as the wildlife, water quality, source water protection practices, and issues affecting the river's ecosystem.
    - Woods, Water, and Wildlife Festival
      This annual festival is hosted by a land conservation group. It is a family-friendly celebration of the natural world, featuring fun and educational outdoor activities including a hayride to the Salmon Falls River, a corn maze and crafts, as well as opportunities to learn about wildlife.

Awards Ceremonies

Awards ceremonies provide a great venue for attracting local media attention. These types of ceremonies can create energy and motivation through competition, particularly when the recipient is congratulated at a meeting or conference where their peers are in attendance. It is also helpful to acknowledge past award recipients by profiling their efforts.

- **Example:**
  US Water Prize: The US Water Alliance holds an award ceremony & reception every year honoring its US Water Prize recipients. In 2013, the ceremony and reception was held on Earth Day at the impressive National Geographic Headquarters in Washington, DC. Prize recipients, members, sponsors, and environmental leaders gathered to honor the awardees for their outstanding achievement in the advancement of sustainable solutions to our nation's water challenges. The Salmon Falls Watershed Collaborative received the US Water Prize in 2012.
- **Example:**
  AWWA Exemplary Source Water Protection Award: These awards are presented to water system recipients each year at the American Water Works Association's Annual Conference and Exposition where thousands of their peers from across the nation are in attendance.

Recognition Programs

Recognition programs can provide a competitive incentive for public water systems and communities to implement source water protection projects and land conservation practices. Successful programs like this are frequently coordinated with organizations and/or companies that have a common mission and can contribute to the prestige of the awards or recognition program, as well as have the capacity to sponsor, publicize, and promote it. To take advantage of these opportunities, a collaborative will want to consider one or more options for developing a new program, and/or engaging in existing programs.

Develop New Awards and Recognition Programs

An award program may be directed at multiple audiences who can be recognized for their efforts to reduce and mitigate the impacts of potential contamination sources and to implement land use strategies and conservation. These programs can be directed at multiple audiences such as public

water systems (PWSs), landowners, communities, developers, businesses, and others depending on the purpose and what types of actions and practices are being awarded and recognized. Some examples might include:

- **Public Water System Awards (PWS) Programs (directed by the state)**
  A state drinking water program or collaborative may want to work with their water utility association affiliates to develop and facilitate a state source water protection awards program for water systems in various size categories (based on the population served). Partnering with the state water utility associations provides greater opportunities for publicizing the awards program and conducting outreach. These state associations regularly communicate with many of the water systems in the state and would also therefore be able to nominate and suggest PWSs for the awards.
    - **Example:**
      New Hampshire (NH) Awards Program.
      Each year the NH Department of Environmental Services recognizes a water system, municipality, organization, or person for exemplary efforts to protect drinking water resources through a Source Water Protection Award. Additionally, in 2010 the state issued its first new Source Water Sustainability Award to recognize work to preserve the sustainability of drinking water resources.
    - **Example:**
      The North Carolina Source Water Collaborative is starting a new PWS Awards Program that they are aiming to kick off in 2014.
- **Agricultural and Forest Landowners**
  Awards or recognition can highlight appreciation for landowners in upstream rural areas who invest in livestock, agricultural and land management practices that protect water quality. This type of award or recognition program could be coordinated with local Soil and Water Conservation Districts to identify program partners and sponsors that could contribute to the prestige of such an award and have the capacity to publicize it.
    - **Example:**
      Texas Parks and Wildlife administers the Lone Star Land Steward Awards Program to honor private landowners for habitat management and wildlife conservation practices. Criteria for the awards include whether the landowner is following recommendations of state habitat and conservation plans, as well as additional activities that demonstrate public spiritedness.
- **Community Development and/or Innovative Developers**
  This type of recognition program can be used to encourage innovation in areas of the state where land conversion and development pose the greatest threat to drinking water sources. Coordination with state and local land use agencies, and potential program sponsors such as real estate professionals, environmental organizations, and watershed groups can help to develop goals and ideas for motivating innovative land development efforts that include source water protection elements.
    - **Example:**
      New York's Green Innovation Grant Program (GIGP) supports projects across New York State that use unique stormwater infrastructure design and create cutting-edge green technologies.
- **Businesses**
  Companies who institute business practices to keep pollutants out of waterways, and the sewer and trash systems can be recognized for their efforts. Local governments and public utilities can consider and develop the goals, criteria, and promotional opportunities that incentivize good drinking water friendly business practices.
- **Promote and Engage in Existing Awards Programs**
  A state or local collaborative should consider nominating water systems and communities for stewardship awards.
    - **Example:**
      AWWA Exemplary Source Water Protection Award provides up to three awards for different sized organizations and drinking water systems to recognize their efforts to develop and implement exemplary source water protection programs.
        - The City of Wilmington, Delaware has been a past recipient of both the local Brandywine Christina Conservation award and the AWWA Exemplary Source Water Protection Award.
- **Embed Source Water Considerations into Existing Land Stewardship and Conservation Recognition and Awards Programs**
  Embedding source water protection in the framework of existing programs will make it more recognizable and relevant to a much larger group of professionals.

- **Example:**
  Each year, Groundwater Guardians are recognized nationally by The Groundwater Foundation for the work they do to educate the public and protect groundwater. **Find out how your team could be recognized by becoming a Groundwater Guardian here.**

- **Examples from North Carolina:**
  The following award programs are supported by a team of public and private-sector sponsors, including local, regional and state governments, homebuilders, realtors, and others. Both programs use detailed criteria to evaluate applicants on a wide range of design, construction and management practices, including water quality protection.
  - **Lower Cape Fear Stewardship Development Awards**
  - **Greater Triangle Stewardship Development Awards**

Common Causes of Collaboration Fatigue

- Too much talk and not enough action.
- Too many meetings with little progress.
- Too many demands.
- Overwhelming or unrealistic goals.
- Unclear expectations and communication.
- Feeling unheard.
- Lack of leadership.
- Lack of trust.

Identify Lessons Learned And Measure Progress

In the **Define Priority Outcomes** section, you read about how to set collaborative goals. How do you know if you're achieving those goals? Measuring your project outcomes will help you track progress, reinforce "best practices," and learn from possible mistakes.

Measuring Progress

Consider the diagram in an earlier toolkit section, **Set Specific Goals and Propose Initial Activities**, that outlined the concerns and measures listed below. This table outlines ways you can consider objective measures of progress, and could be used as a framework to engage support for tracking progress. As you begin to notice results, collect information that aligns with your project benchmarks.

Concern	Measure	Initial Levels	Final Levels	Change	Notes/Methods
Nitrates in groundwater	Manure loading from CAFOs.	12 mg/L in-stream nitrate	7 mg/L in-stream nitrate	-5 mg/L in-stream nitrate	Concrete manure storage facility prevented nitrate leaching.
Acid mine drainage	Levels of heavy metals in source water monitoring stations.	150 lbs iron 45 lbs aluminum 8,000 lbs sulfates	30 lbs iron 0 lbs aluminum 500 lbs sulfates	-120 lbs iron -45 lbs aluminum -7,500 lbs sulfates	Passive treatment system with flushable toxic limestone drain effectively reduced metal discharge.
Permit violations	Number of facilities in violation and volumes discharged.	3 significant noncompliance - 4,500 tons/ month	2 significant noncompliance - 2,350 tons/ month	1 discharger reduced risk of emissions-2,150 tons/month	Public Advisory Group helped Acme Co. repair aboveground regulated substance storage units.
Assessment of drinking water sources to inform protection	Frequency of in-stream monitoring for regulated contaminants.	No data	12 stream gauges with weekly monitoring on 4 stream reaches.	Weekly contaminant levels reported	Worked with state Clean Water Act program to assess waters designated for drinking water uses.

From this sample basic framework, you can evaluate change relative to your overall project goals. This will help you define next steps.

Identify Lessons Learned

As your projects advance, you may notice that some of your actions have greater impact than others. Carefully review outcomes of each activity and track results. In order to identify "lessons learned," schedule a planning meeting to review these questions:

Was this project effective?

- Did it create measurable change?
- Did it instill practices or trends that will create change in the future?
- Compared to my original plan, what went "right" with this activity? What went "wrong"?
- How much did it cost (staff, dollars)? How strong was its impact relative to its cost?
- What improvements might have contributed to additional success?

Will this project be effective in the future?

- Is this activity sustainable? How much maintenance will it require? How many staff? Is there an organization that can assume long-term responsibility?
- Can this activity be readily replicated and multiplied?
- Did this activity build human or social capital? Positive team relationships?
- Is this activity likely to be funded in the future?
- What interim steps might help keep the activity on track based on what we've learned?

Why was this project effective, or why not?

- Did this activity implement the right practice or combination of practices that show measurable improvement in water quality (over time)? Are any technical adjustments needed?
- Did this activity create or solidify partnerships? Or was this activity led primarily by one collaborative member?
- Did team members communicate effectively over the course of the project?
- Did it achieve buy-in from non-traditional actors (industries, city planners, etc.)? Did these actors engage in planning and/or implementation?
- Did it achieve buy-in from the local community? Did these actors engage in planning and/or implementation?
- What other stakeholders were involved? Whom should the project engage in the future?
- Did it leverage funding from multiple sources? One steady source?
- Did this activity spread awareness about source water protection? Among how many people? In what community?
- From the perspective of the local community, did this activity foster a strong value in source water protection?
- Did this activity create community tension? Why, and how can this be avoided in the future?
- Could this activity be replicated, downsized (made less expensive), or expanded (given broader scope)? Why/why not?

Consider answering these questions and recording your responses for future reference. Your answers will help you compare different types of projects, or pilot projects to larger-scale efforts.

Secure Sustainable Funding

Create a dedicated funding program

States may create funds specifically designed to target source water quality.

- **EXAMPLES:**
  Maine created a similar dedicated funding program of grants and loans to assist public water systems in protecting their drinking water sources..

Re-orient existing funding programs

States may redefine funding programs to expand coverage over source water protection areas.

- **EXAMPLES:**
  New Hampshire may increase funding for SWP by expanding eligibility for the Water Supply Land Protection Grant Program.
- Missouri targets portions of its state Soil and Water Conservation Cost Share Program toward preventing water quality degradation.
- Maine expanded its Current Use Tax Program to include landscapes that impact source waters.

Advocate for SWP ballots.

In 2012, voters passed 81% of local measures for land conservation through bonds or tax increases, raising an estimated $767 million. Many of these measures were designed to protect drinking water through conservation. Conservation nonprofits like the Trust for Public Land can help your community pass conservation ballots. Ballot measures include:

- **State tax pricing mechanisms**. Some municipalities have voted for property or sales tax increases to feed into a bond for conservation.
  - **EXAMPLES:**
    The Trust for Public Land helped Austin, Texas pass a $20 million bond act to purchase Barton Creek Wilderness Park in order to protect Barton Creek's critical springs.
  - San Antonio, Texas voters approved a 1/8-cent sales tax for land acquisition to protect the Edwards Aquifer.
  - In Gunnison County, Colorado, 80% of voters approved renewing a sales tax to provide almost $5 million to the county land conservation program.
  - For more examples of SWP and land conservation ballots across the nation, view.
- **Fees, e.g. real estate transfer fees, user fees, fees related to development, including payment-in-lieu programs.** Local government fees may be channeled into funding for conservation, green infrastructure, and other practices. Utilities may recalibrate water rates to fund SWP programs.
  - **EXAMPLE:**
    The University of North Carolina has developed a calculator for Watershed Protection Investment. This calculator allows users to first input a utility rate, then use a "slider" tool to view the impact of a rate change on both:
    - the average customer's monthly bill, and
    - the amount of money that a change may generate for a watershed fund or specific project.
  - The calculator can also estimate the impact of simultaneous changes to wastewater, storm water, and drinking water fees.
  - UNC Watershed Protection Investment calculator

Use state set-aside funding

Under the Safe Drinking Water Act Section 1452(k), states may use up to 15% of their Drinking Water State Revolving Fund (DWSRF) capitalization grants to fund source water protection activities. For example, states may use set-aside funding to implement wellhead protection programs (WPPs) or delineate and assess drinking water sources. States also may use 10% of their DWSRF allotments to provide technical assistance to source water protection programs, provided that the state provides a 1:1 match of the amounts expended. The match may be made through in kind services (e.g., staff time).

- States may use up to 15% of their capitalization grants to fund source water protection activities under §1452(k)(1)(A) and wellhead protection under §§1452(k)(1)(D). However, no more than 10% of a state's grant may be used for activities under either one of those clauses.
  - For example, a state may use ≤ 10% in set-aside funding to implement wellhead protection programs (WHPPs) under §1452(k)(1)(D) in accordance with its duly adopted wellhead protection program under §1428.

- Under §1452(g)(2)(B) states may also use 10% of their Drinking Water State Revolving Fund (DWSRF) allotments to provide technical assistance to source water protection programs if the state provides a 1:1 match of the amounts expended; the match may be made through in kind services, such as staff time.
    - States may use another 2% of their allotment to provide technical assistance to public water systems (PWSs) serving ≤ 10,000 people including for source water protection.

For more information on these funding programs in your state, please see Safe Drinking Water Act sections 1452(k) and 1452(g), and contact your state DWSRF coordinator.

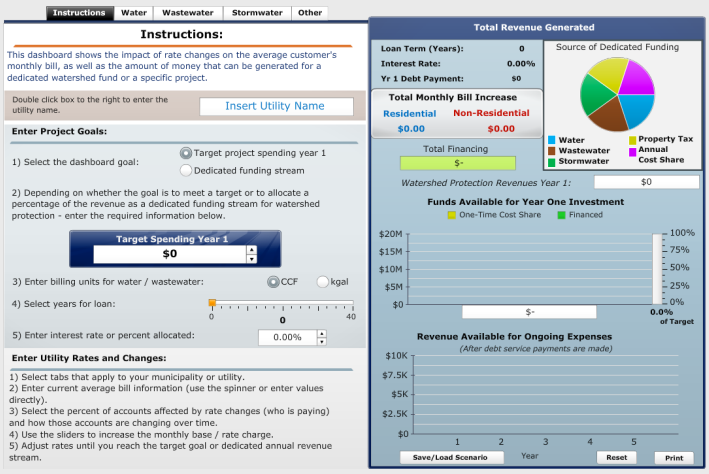
Brand and promote your collaborative "product"

The collaborative could create a branded logo and develop marketing products. For example, local business owners might purchase a "friends of the watershed" sticker to display in their stores to demonstrate support for clean water. Marketing tools can help boost revenue streams from fundraising activities.

Check out funding innovations from environmental finance centers (EFCs) for more ideas

Many universities offer tools, information, and technical outreach to support SWP.

- The University of North Carolina's EFC provides resources and user-friendly web applications to help utility managers and other stakeholders finance SWP.
- The University of Maryland's EFC assists local governments, communities, and watershed organizations in managing watershed resources. Recent tools focus on agricultural finance, stormwater financing and outreach, and more.
- Find EFCs in your Region



How Can I Make The Case For A Ballot Measure?

Several organizations offer a wealth of resources to help advocate for SWP ballots. Check out:

- "Developing Local Funding to Protect Drinking Water Sources in North Carolina: A Guide for Local Government Officials"
- The Trust for Public Land's Conservation Finance resources
- Tools from the Conservation Campaign, which assists community leaders and citizen groups with campaigns to win voter approval of ballot measures for parks and land conservation.
- A World Resources report, "Natural Infrastructure: Investing in Forested Landscapes for Source Water Protection in the United States," offers comprehensive guidance on the economics, science, partnerships, and finance mechanisms underlying successful efforts to secure the water-related functions of networks of forests and other ecosystems.

Engage New Partners

At this stage, you no doubt have experience in attracting partner participation. The partner tips shared in the earlier stages of this toolkit are still relevant at any time. What's different about engaging partners at this stage?

You can now:

- Leverage the broad partnership and reach of a recognized SWC.
- Seek out non-traditional partners who may be more likely to join an established group.
- Attract partners by touting demonstrated successes.

Read How Other Collaboratives Engaged New Partners:

SWC: National Source Water Collaborative (SWC)

New Partner: National Association of Conservation Districts (NACD)

Key: identifying common ground.

NACD joined the Source Water Collaborative in 2013. Three elements contributed to a successful partnership:

1. SWC had accomplished some early goals and was looking for new partners with local perspective;
2. After observing several SWC meetings, NACD presented at a meeting and identified shared priorities for soil health and water quality;
3. New leadership at NACD was interested in broad collaboration

SWC: Schuylkill Action Network (SAN)

New Partner: Berks County Water and Sewer Association (BCWSA)

Key: common concern for source water protection, overlapping membership.

BCWSA members, already active with several SAN workgroups, saw the benefit of engaging the new BCWSA collaborative effort with the SAN. Value added to both efforts:

1. BCWSA has been able to use some of SAN's experience with local organizations to help shape sustainable interest in their goals of source water protection.
2. SAN has been able to strengthen relationships with water utilities and expand their education and outreach programs to reach water utilities and municipal entities interested in water supply.

Want To Share Your Story?

Contact us to share your successes.

sourcewatercollaborative.org