



One Watershed One Plan

Coming together to identify shared goals. **Planning together** to leverage unique capacity.
Working together to achieve results.

Civic Outreach Plan

Purpose

Building civic partnerships between government and community – ensuring that all stakeholders from **government and community** are empowered when we think of “public” and own the common need for water quality.

The civic outreach plan meets the need of the 1W1P planning process, organizes key stakeholders needed to implement the plan, and follows a model that is ongoing and sustainable into the future.

¹*Civic Standards guide all decision-making* © Civic Organizing Inc.

- *All those impacted by (water quality) are stakeholders and help define the problem in light of civic principles* and the realities of their situation.*
- *All stakeholders are accountable for contributing resources (leadership/time, knowledge, constituencies & dollars) to solve the problem.*
- *All stakeholders are engaged in decision-making and policy-making that contributes to the common good. (Civic leaders take primary responsibility to organize transparency and accountability in the process of governance.)*
- *All stakeholders implement policies grounded in civic principles* in the places where they have the authority to act.*

***The Civic Governance Identity is grounded in the following Civic Principles:** © Civic Organizing Inc.

Human Capacity (to govern for the common good)

Democracy (A system of governance that requires citizens to govern for the common good)

Active Citizenship (Civic Leadership) (Role that obligates all stakeholders to govern for the common good)

Political Competence (mindset and skill needed to carry out obligation of active citizenship)

Institutional Efficacy (Societal structure needed to sustain democracy and develop active citizenship)

Outreach Goals:

Goal 1. Inform

Develop common understanding of **specific roles of equal value played by government, institutional and community partners**

Planning partners

- Agreement on common purpose and goals
- Agreement in civic standards¹ that will guide the process for developing a base of institutional partners representing the key stakeholder groups needed for implementing the plan

Key stakeholders and institutional partnerships

- Meet civic standards¹ in the process of engagement (builds trust in the end product)
- Contribution to implementation determined through initial and on-going planning processes (builds buy-in for implementation from beginning of planning process)

Goal 2. Input

Diverse stakeholder perspectives will be linked to stakeholder contributions in the implementation of the plan

- Participants will be asked to contribute their understanding of the need for implementing a comprehensive plan, their role, their contribution in implementation, their ability to impact the process
- Understand the vision different groups have for the watershed. Frame activities to avoid running counter to stakeholder visions in such a way as to create opposition to implementation.

Goal 3. Transparency that supports Understanding (guided by civic standards¹)

Understanding of purpose/goal for planning as it relates to the common need for sustainable water quality

- Transparency (posting notices) without facilitating understanding will not engage key stakeholders in the need. (planning partners need to convey the planning effort process and decisions back to stakeholders)
- Institutional partners take responsibility for informing and engaging/organizing their key stakeholders, primarily through talking face to face, supported by media

Goal 4. Buy-in built through participation in the process

Create the ownership and understanding of roles needed for implementation

- Participants recognize their input in the plan and contribute to implementation
- Participants contribute to implementing plans year by year-contributing to building and sustaining a base of stakeholders in each generation

Goal 5. Empowerment (decision-making in the hands of the **public**)

Achieved through the civic outreach process (Decision-making done by and including community members who will implement the plan)

- Advisory committee framework seeks to include the key community stakeholder groups needed to implement the plan, beginning at the earliest stages of planning through to the final decision making stages.

Outreach Implementation Plan:

Work Plan	Outreach Action	Lead(s)	Key Stakeholders	Timeline	Outreach measure (goal)
Task 1.6.1	<p>Policy Committee Orientation</p> <p>Informal meet and greet mixing small group discussion with presentation on what to expect in the process</p>	Outreach Coordinator	Steering Cmte/Policy Cmte	Done	Transparency/Understanding
Task 1.1.3	<p>Establish Advisory Committee (approved by policy committee)</p> <p>Identify key stakeholders representing both government and community who have interest and own the common need for water quality. Participants advising the plan will be linked to contributions in implementation of the plan.</p> <p>In addition to “Technical” Advisory Committee meetings, the planning team proposes three special “Implementation” Advisory committee meetings at which key stakeholder groups would have representation. The Implementation Advisory meetings will be held at strategic times during the planning process. (see proposed committee framework listed later in this document pp7-8)</p> <p><u>Planning partner opportunity</u> Key stakeholders who do not sit on Advisory committees can participate through institutions or community members on the Advisory committee. Planning partners are encouraged to talk with the stakeholders needed to implement the plan. Take on the role of representing these stakeholders throughout the process so that formal comments on the final plan do not result in the need to make major changes.</p> <ul style="list-style-type: none"> Community sub-advisory groups: Planning partners may want to host small community discussions to identify input on priorities or issues raised by the Advisory committee process. 	Outreach Coordinator	Steering Cmte/Policy Cmte	May	Input
		<u>Local partner decision</u>	<u>determined locally</u>	<u>ongoing</u>	Transparency/Understanding “Buy-in” (True Collaboration with Stakeholders)

Work Plan	Outreach Action	Lead(s)	Key Stakeholders	Timeline	Outreach measure (goal)
Task 1.1.5	Post required legal notices and agendas to website				
	<p>Legal notices published</p> <ul style="list-style-type: none"> Public kickoff notice to meet the requirements of MN Statutes 103B.31, Subd.3 (Task 1.6.2) <p>Create and update website during the planning process</p> <p>Public notice of Policy cmte meetings posted on website</p>	Mille Lacs SWCD	all	ongoing	Inform
	<p><u>Planning partner opportunity</u></p> <p>Direct notice key stakeholders needed to implement the plan. <i>Talk</i> to these individuals, ensure notifications were successful in reaching them. Develop the common understanding of equal roles played by government, institutional and community partners.</p>	<u>local partner decision</u>	<u>determined locally</u>	<u>ongoing</u>	Transparency/Understanding “Buy-in” (True Collaboration with Stakeholders)
	<p>Agendas posted 1 wk in advance of meeting</p> <p>Notes/minutes/outcomes posted 1 wk following the meeting</p> <ul style="list-style-type: none"> Develop a quick overview of key points or outcomes from meetings that could be shared with the county and SWCD boards. This makes it easy for members to adequately convey what happened. 	Mille Lacs SWCD	Project coordinator/ notetaker(s)/ all	ongoing	Inform
	<p><u>Planning partner opportunity</u></p> <p>Planning partners are encouraged to share outcomes and decisions made with the key stakeholders needed for implementation of the plan.</p> <ul style="list-style-type: none"> Ask key stakeholders to circulate information through their own networks so those they know and care about will be informed as well. Consider asking key stakeholders about the most appropriate way to get this information to their networks. 	<u>local partner decision</u>	<u>determined locally</u>	<u>ongoing</u>	Transparency/Understanding “Buy-in” (True Collaboration with Stakeholders)

Work Plan	Outreach Action	Lead(s)	Key Stakeholders	Timeline	Outreach measure (goal)
Task 1.6.2	<p>Public kickoff meeting</p> <p>Plan and carry out a public kickoff meeting(s) Kickoff meetings will be held at multiple locations around the watershed to facilitate local participation.</p> <ul style="list-style-type: none"> Online survey will be available to encourage input from stakeholders that cannot attend kickoff events Event input announcements and press releases <p><u>Planning partner opportunity</u> Planning partners are encouraged to invite key stakeholders needed to implement the plan to kickoff meetings. Imagine using these meetings to create an opportunity for key stakeholders with similar or differing concerns to meet informally. Create the climate for understanding of the purpose/goal for planning as it relates to the common need for sustainable water quality.</p>	<p>Outreach Coord/Planning Team</p> <p>Sherburne/Mille Lacs SWCD</p> <p>Mille Lacs SWCD</p> <p><u>Local partner decision</u></p>	<p>Steering Cmte/Policy Cmte/Plan Writer</p> <p>Steering Cmte</p> <p>Steering Cmte</p> <p><u>determined locally</u></p>	<p>May-Sept 2019</p> <p><u>dates tbd</u></p>	<p>Inform</p> <p>Transparency/Understanding “Buy-in” (True Collaboration with Stakeholders)</p>
Task 1.6.3	<p>Obtain public input</p> <p>Develop and implement an outreach plan to obtain public input with assistance from the steering committee and approved by the policy committee (or its delegate) such as, but not limited to: web survey, workshops with specific interest groups, citizen surveys, public input meetings, etc.</p> <p>Survey Plan writer team will provide input for a survey that will facilitate input by anyone regardless of their ability to participate in a kickoff event. The survey will convey the same questions asked to frame input at kickoff events.</p> <ul style="list-style-type: none"> Create online survey <p>Workshops with specific interest groups</p> <p><u>Planning partner opportunity</u> Planning partners may identify groups of stakeholders with similar interest, economic reference, land use or other common connection. Partners are encouraged to talk with key individuals’ representative of these groups to plan an input meeting or to meet with them individually at their residence or place of their convenience.</p>	<p>Outreach Coord/Planning Team</p> <p>Outreach Coord/Planning Team</p> <p>Sherburne SWCD</p> <p><u>Local partner decision</u></p>	<p>Advisory Cmte/Plan writer</p> <p>Advisory Cmte/Plan writer</p> <p><u>determined locally</u></p>	<p>ongoing</p> <p>May-Sept 2019</p> <p><u>dates tbd</u></p>	<p>Input</p> <p>Input</p> <p>Input</p> <p>Transparency/Understanding “Buy-in” (True Collaboration with Stakeholders)</p>

Work Plan	Outreach Action	Lead(s)	Key Stakeholders	Timeline	Outreach measure (goal)
Civic Organizing Strategy	<p>Outreach Team - Civic Organizing Strategy “pilot”</p> <p>Planning partner opportunity</p> <p>An Outreach Team will be piloted by a small group of individuals who agree to commit the time necessary to do civic organizing with the goal of strategically organizing the base of implementers needed to implement the 1w1p plan. This will be a sustainable base of implementers that will grow and expand over time. (see description later in the document pp9-12)</p>	<u>Outreach Coordinator</u>	<u>Local partner decision</u>	<u>ongoing</u>	Buy-in built through participation in the process & Empowerment (decision-making in the hands of the public)
Task 1.6.4	<p>Record/Compline input</p> <p>Record and post stakeholder meeting notes/comments and compile input for use in plan development.</p> <p>Planning partner opportunity</p> <p>Planning partners are encouraged to document input received whether written, gathered in conversation, from group discussion or from individual one on one meetings. Share this input with the Outreach Coordinator for use in plan development.</p>	Outreach Coordinator	Planning Team/Steering Cmte/Plan Writer	ongoing	Input
Task 3.1.2	<p>Provide process for stakeholder comments for review of the plan</p> <p>Stakeholders needed to implement the plan are notified of the planning process and have opportunity to provide input during the planning process. Keep in mind that comments that impact the plan content provided late in the planning process are disruptive. Strategically seek input from key stakeholders early in the process and ongoing.</p> <p>Keep Policy Committee alternates and boards informed. Alternates may need to fill in at any time during the planning process. Gaps in understanding or buy-in can be disruptive to the planning process, adoption of the final plan or to defining the implementation framework.</p> <p>Planning partner opportunity</p> <p>Planning partners are encouraged to identify stakeholders that will be impacted by planning decisions. Alert stakeholders of draft plans for review and comment. Provide stakeholders summaries of draft plans. Begin to build recognition of the need for input to the plan and recognition of their contribution to implementation outcomes.</p>	Outreach Coord/Planning Team	Steering Cmte/Policy Cmte	Tbd	Input
		Steering Committee partners	Policy Cmte alternates & boards	ongoing	Inform
		<u>Local partner decision</u>	<u>determined locally</u>	<u>ongoing</u>	Transparency/Understanding “Buy-in” (True Collaboration with Stakeholders)

Proposed Advisory Committee framework:

Background

The 1W1P is required to have an advisory committee. At a minimum, that committee must include the state review agencies and staff from participating entities. Participating entities are those that signed the memorandum of agreement and have a policy committee member. Watershed planning partners may choose to invite others to be on the advisory committee.

Summary of Planning Team Discussion

The planning team recommend focusing the advisory committee on those stakeholders that will be key to implementing the comprehensive watershed plan. In order to keep the committee size manageable, the planning team recommend inviting **many key stakeholder groups**, but only one key person from most of them.

In order to manage the number of meetings required, the planning team suggests TWO advisory committees:

- **Technical advisory committee** – Includes required state agencies' staff, one staff from each participating entity (those that signed the memorandum of agreement and have a policy committee member), and a technical staff from The Nature Conservancy, USDA NRCS and Mille Lacs Band of Ojibwe. This group will meet more often and focus on technical issues.
- **Implementation advisory committee** – Includes key stakeholders from the community. Examples are lake groups, sporting groups, environmental groups, ag groups, townships, and cities. This group would meet less frequently and focus on desired outcomes, not technical data.

Invitations

The planning team recommends that the Policy Committee identify types of groups to invite and how many representatives from each. The Steering Committee will work together to invite those people we feel are best positioned to represent the widest stakeholder audience.

Technical Advisory Committee

One staff from each participating entity (those that signed the MOA and have a Policy Committee member.)

BWSR

MN Pollution Control Agency

MN DNR

Metropolitan Council

MN Department of Health

MN Department of Ag

MN Department of Transportation

USDA Natural Resources Conservation Service

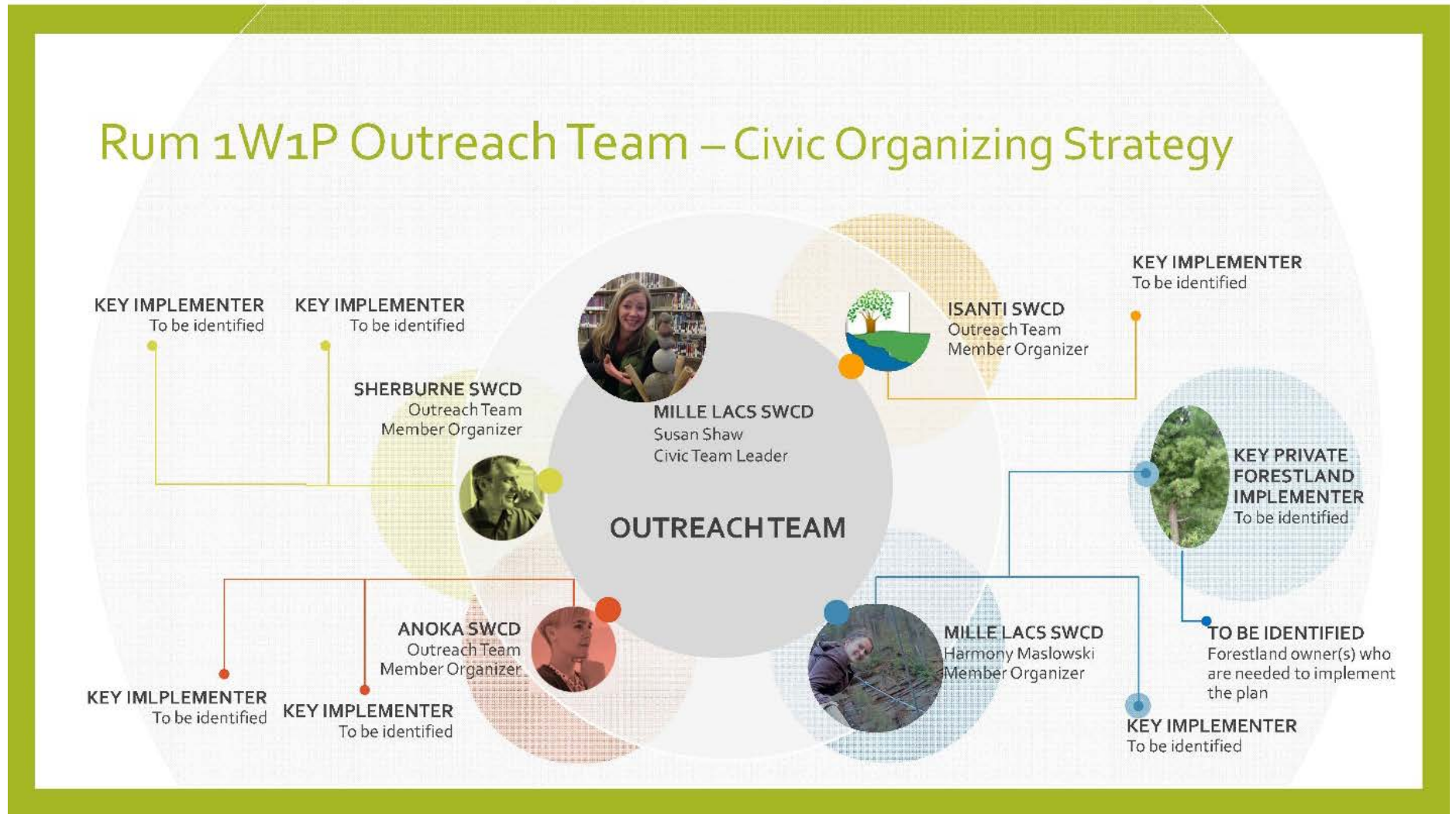
The Nature Conservancy

Mille Lacs Band of Ojibwe

Implementation Advisory Committee

Stakeholder category	# of Representatives
Sourcewater	1
Lake Assn's	3 including Mille Lacs Lake Watershed Mgmt group, Isanti Co COLA, and Lake George
Townships	1 per county
Forestry (Private Lands)	1- MN DNR Forester + 1 Private Forester
Farmers/Crop consultants	1 crop consultant Federated Coop
Cattleman's Associations	1
Business Community	1 representative from the industry & economic development perspective
Cities - Public Works Depts.	1 per county
Public Ditches	1 landowner/farmer affected by drainage systems
Sporting groups	Up to 3
Environmental Interest	2 Isanti County Environmental Coalition and Cedar Cr Ecosystem Science Reserve
County Water Plan Task Force members	1 per county

Proposed Outreach Team – civic organizing strategy framework:



Strategic Steps that the Outreach Team would need to agree to:

1. Establish operating principles

The outreach plan civic organizing strategy “pilot” will be accomplished in stages over two years.

The Outreach Team will have a *job description (p12)* for members to meet that will serve as the criteria for who will be on the team.

The use of civic standards will be the criteria to measure and evaluate outcomes.

Civic Standards guide all decision-making

- *All those impacted by the problem are stakeholders and help define the problem in light of civic principles and the realities of their situation.*
- *All stakeholders are accountable for contributing resources (leadership/time, knowledge, constituencies & dollars) to solve the problem.*
- *All stakeholders are engaged in decision-making and policy-making that contributes to the common good. (Civic leaders take primary responsibility to organize transparency and accountability in the process of governance.)*
- *All stakeholders implement policies grounded in civic principles in the places where they have the authority to act.*

Members will take primary responsibility advancing the goal to creating a sustainable base of implementers.

The membership will grow over time to represent a diverse base of institutional civic partnerships (community based/government) who take primary responsibility to organize key stakeholders in their jurisdiction to achieve goals.

The Outreach Team will keep the Steering Committee informed of outcomes.

2. Confirm commitment to the time it will take to meet with key stakeholders regularly

Confirm time on the calendar to meet with stakeholders. (This is tied to the expectations of who can participate on the Outreach Team.)

3. Identify specific goals and overall water quality goals, and the stakeholders needed to achieve them

Outreach Team members identify the key stakeholders within their jurisdictions that are needed for implementation and commit to meeting with them to get feedback on the plan.

Establish a timeline for progress toward meeting goals.

Confirm time on the calendar to meet with stakeholders.

4. Outreach Team Strategy

To insure that stakeholders can impact the implementation process:

- The strategy will be to *talk* to key stakeholders vs. survey them for input.
 - What is the need?
 - What's your role?
 - Can you see yourself doing something to play a role?
 - What technology is useful to you?
 - Can I check in with you again so we can evaluate how the plan or implementation is moving along?
 - Are there others we should contact?
 - Who might you contact for feedback?
- Organizers are in constant relationship with stakeholders and report back to the Outreach Team (feedback loop)
- Outreach is built incrementally and is constantly expanding as stakeholders are engaged to organize others.
- Civic standards are used to define strategies and evaluate outcomes.
- Progress will be evaluated at each meeting, mid-point and end-point each year.

5. Track outcomes

Are we advancing the civic standards and increasing capacity or not?

6. Support a sustainable base of implementation stakeholders that will continue to grow

The Outreach Team plays a role in bringing stakeholders together in large groups, but under this strategy they have something to do and talk about. (versus a typical open house meeting)

The stakeholders the Outreach Team organizes forms an Implementation Base. This base of implementers is grounded in evaluated practice, a commitment to expand impact and sustain practice that is working.

Outreach Team *job description* - members of the Outreach Team agree to:

Take primary responsibility for advancing the goal of creating a sustainable base of implementers.

Identify who the key stakeholders are that will be needed to implement.

Takes on the responsibility to organize (1-2) key stakeholders and make sure outreach stays on track.

Follow six (6) strategies (adapted from © Civic Organizing Inc.)

- 1) Identify a specific “jurisdiction” to test the civic organizing approach. (e.g. with a key stakeholder – around something we can do together – something the stakeholder has to do that we can’t)
- 2) Plan for 1:1’s with the stakeholder(s)
(This has proven the most difficult strategy to adopt and becomes the litmus test for success or failure of the organizing approach)
 - Weekly time (minimum 1 hr) with yourself to prepare for stakeholder 1:1 meetings (be able to think ahead – who to meet with, what to ask that stakeholder to do/contribute)
 - Follow through on 1:1’s
- 3) Strategic Planning
Identify goals to talk about related to the plan goals.
 - What’s the stakeholders role to achieve plan goals?
 - Do they have others they can talk to?
- 4) Structure Outreach Team meeting time to support our own development as leaders who accept primary responsibility for achieving plan goals. Structure meeting time with key stakeholders to support their leadership development as active citizens.
 - Be transparent about following the civic standards to define strategies and evaluate outcomes. (ensure stakeholders you are organizing see that any outcome reached while not following civic standards does not meet the civic goal)
- 5) Track progress
Members of the Outreach Team are testing whether investing time in civic leadership development advances their institutions capacity to achieve strategic goals. (building a base of implementers)
 - Which stakeholders have more resonance with an implementation role? (e.g. evaluate if you are engaging 3 stakeholders and one is identifying with an active role)
- 6) Participation in a larger base
Bring stakeholders together to talk about the importance of the role they are taking. As we identify key implementers (from diverse resource areas) that see their role in implementation of the plan, we can bring them together to talk about the importance of what they have done.