2023 Local Government Forum

11/30/2023

Welcome to the Local Government Forum

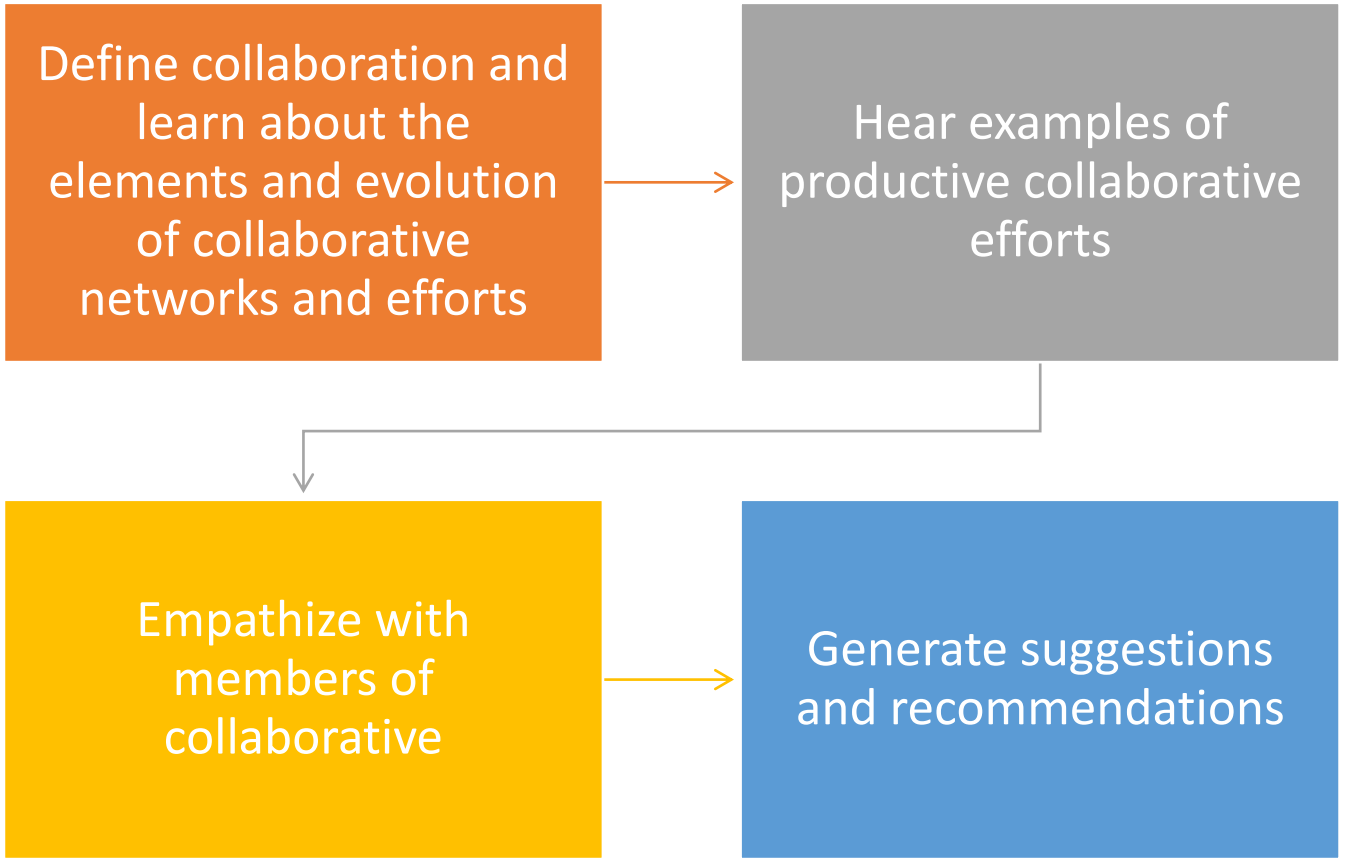
Hi! I’m Joy Jackson, *Senior Associate* with the Institute Conservation Leadership

Central Question

How might local governments support local collaborative efforts, with an eye towards connection and accessing federal funding?

Process for the day

Our process for today



Meeting Interactive Times

- Interactive activities will take place at these times:
- 10:15 AM – 11:00 AM
- 1:15 PM – 3:30 PM

Privacy
Participation
Patience

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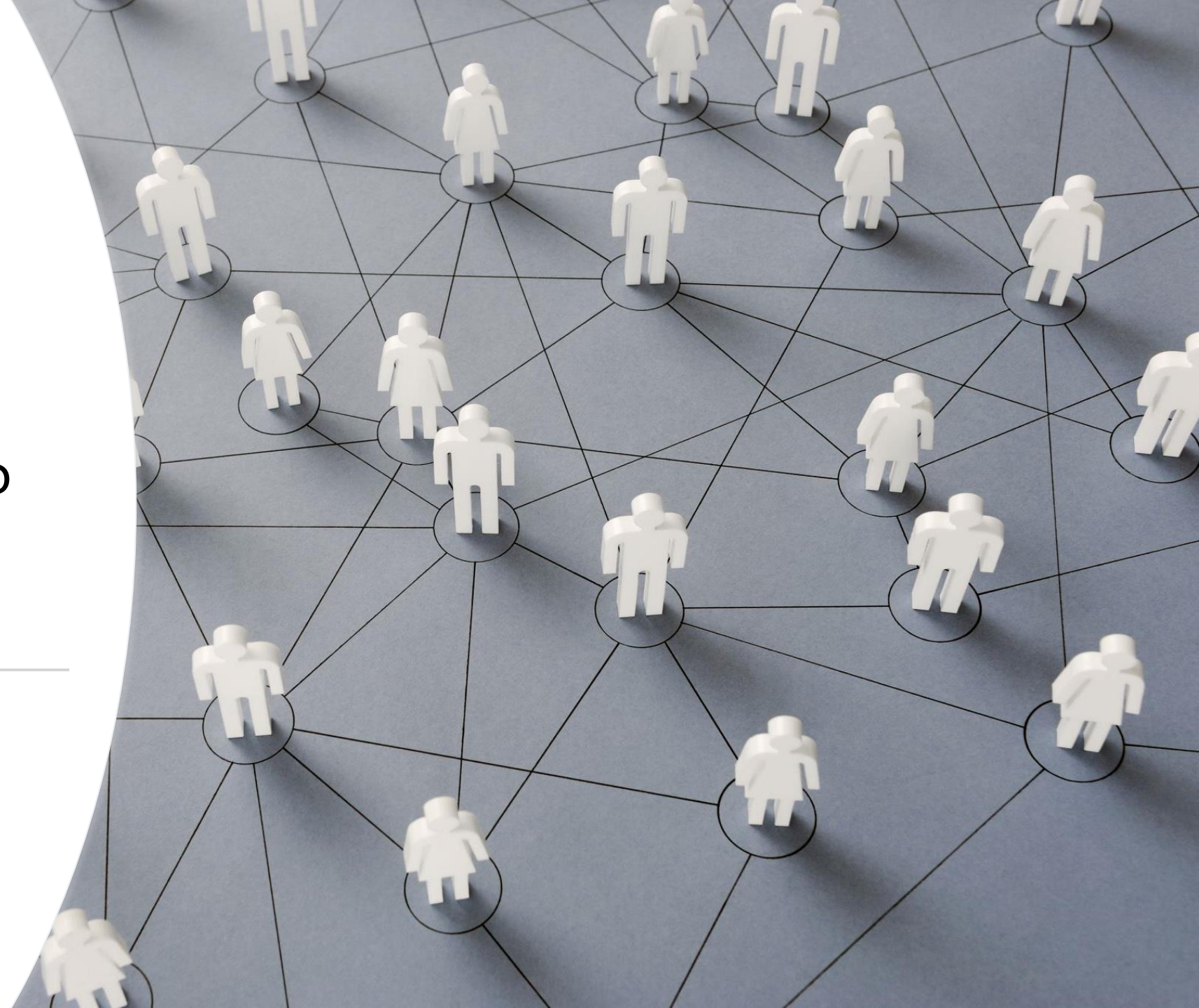
Let’s get to know one another!

Who’s in the room?

Building Capacity Through Collaboration

Let’s spend some time on definitions

What is a Collaboration*?



What is a Network or Collaboration*?

A **collaboration** consists of organizations and people that are largely autonomous, geographically distributed, and heterogeneous in terms of their operating environment, culture, social capital and goals, but that **come together** to better achieve common or compatible goals.

*Note: Collaboration is shorthand for structures that include coalitions, collective action entities, networks and other types of similar groupings

A word about collective action . . .

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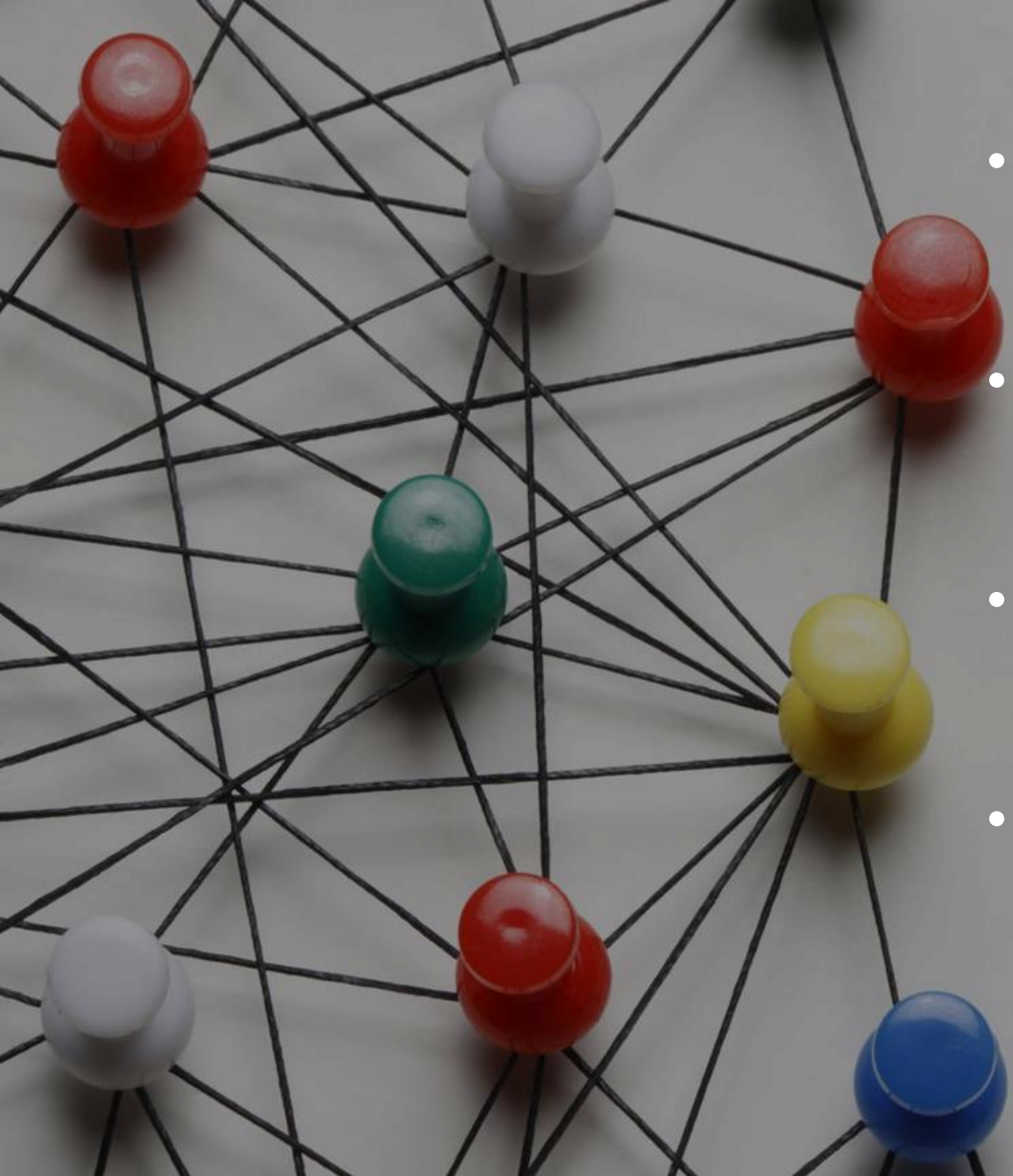
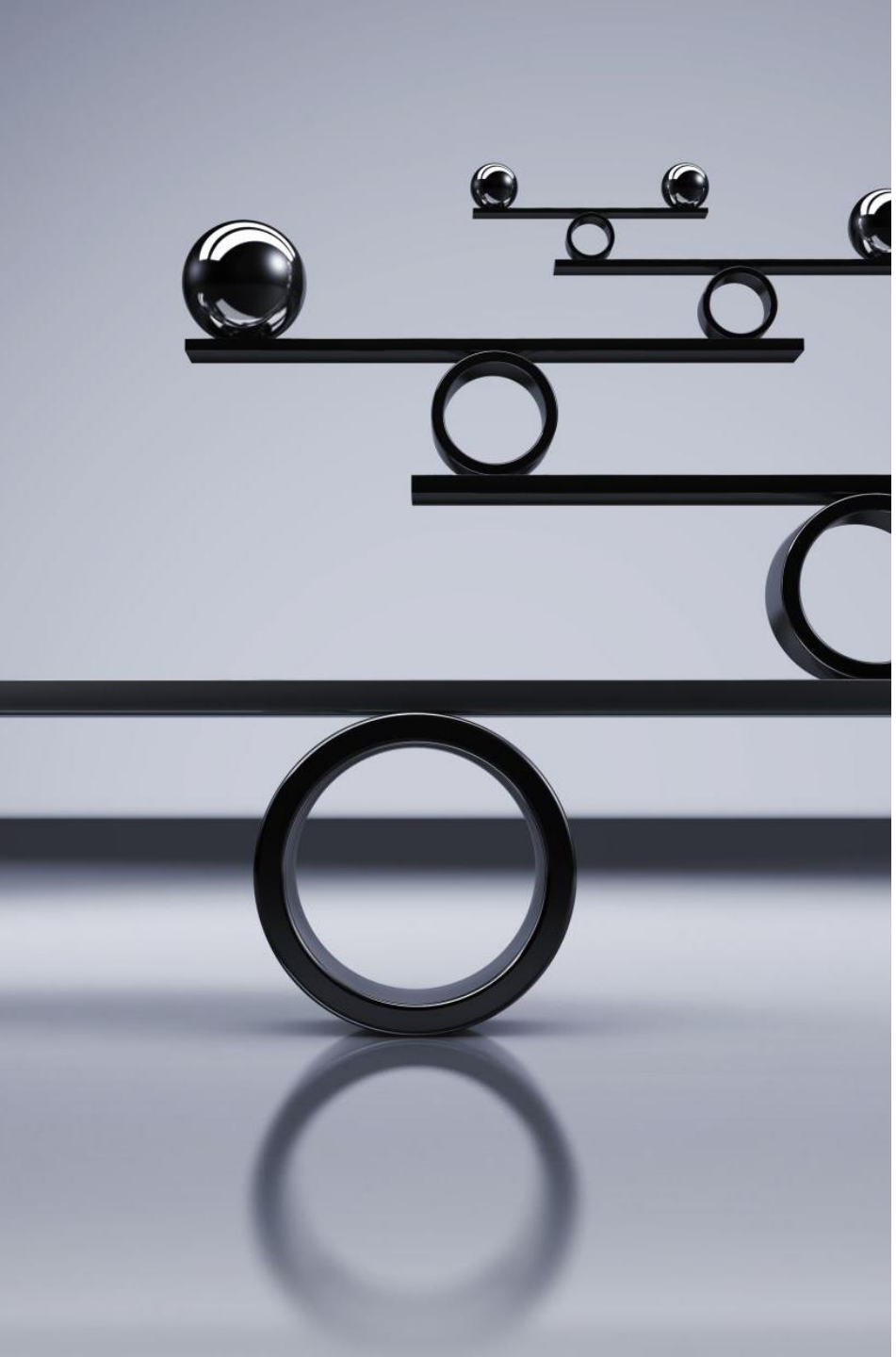
Creating Value for Collaborative Members

- In a collaboration, members can exchange four kinds of tangible value:
  - connections
  - knowledge
  - competencies
  - resources



- Connections - Can you connect others in the network to people that may be able and willing to help them?
- Knowledge - Do you know something that may be valuable to others in the network?
- Competencies - Are you able to do something that may be of value to others in the network?
- Resources - Do you have access to funds or other resources that may be useful to others in the network?

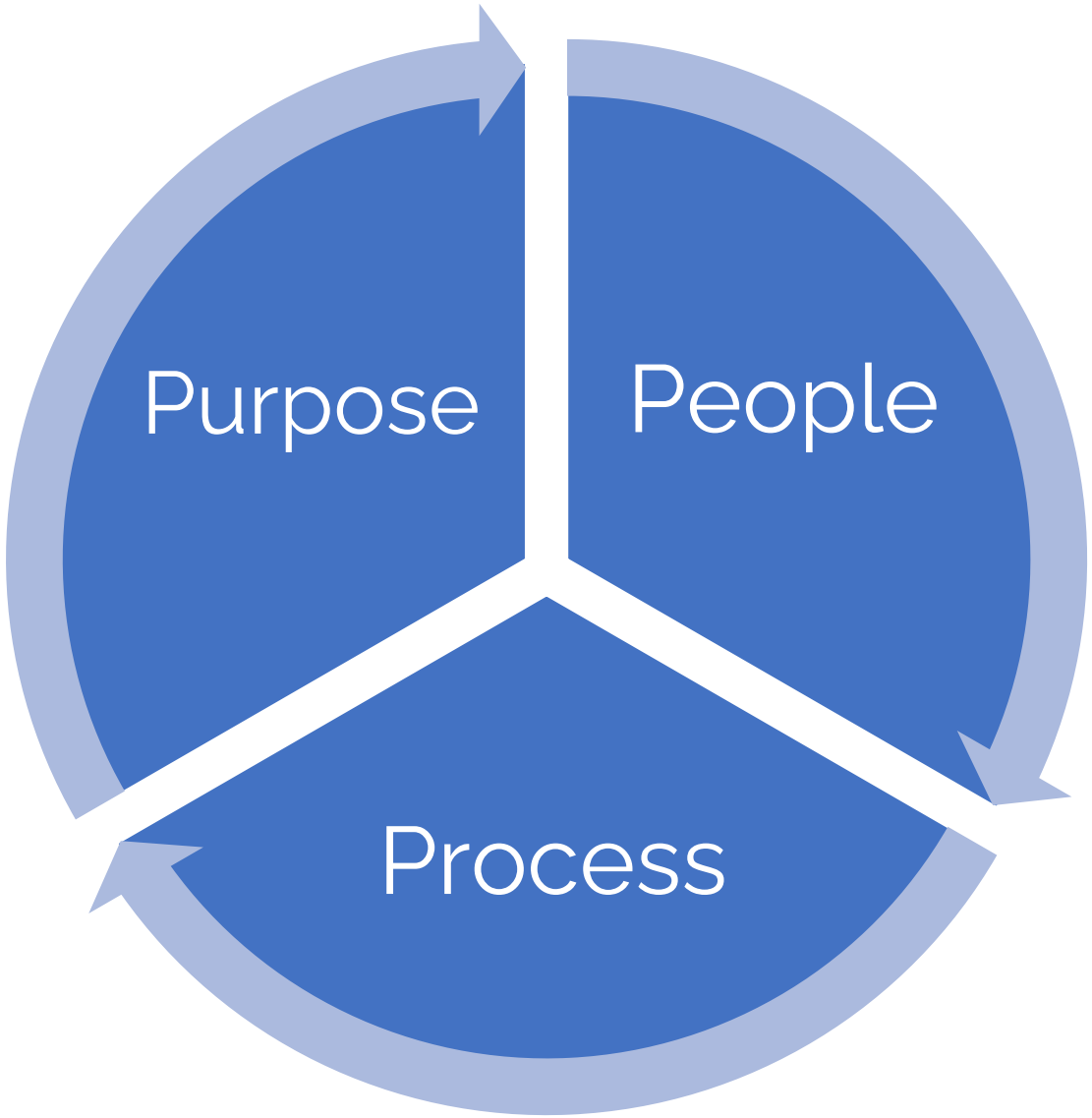
Where to start? Supporting the Elements of Collaboration



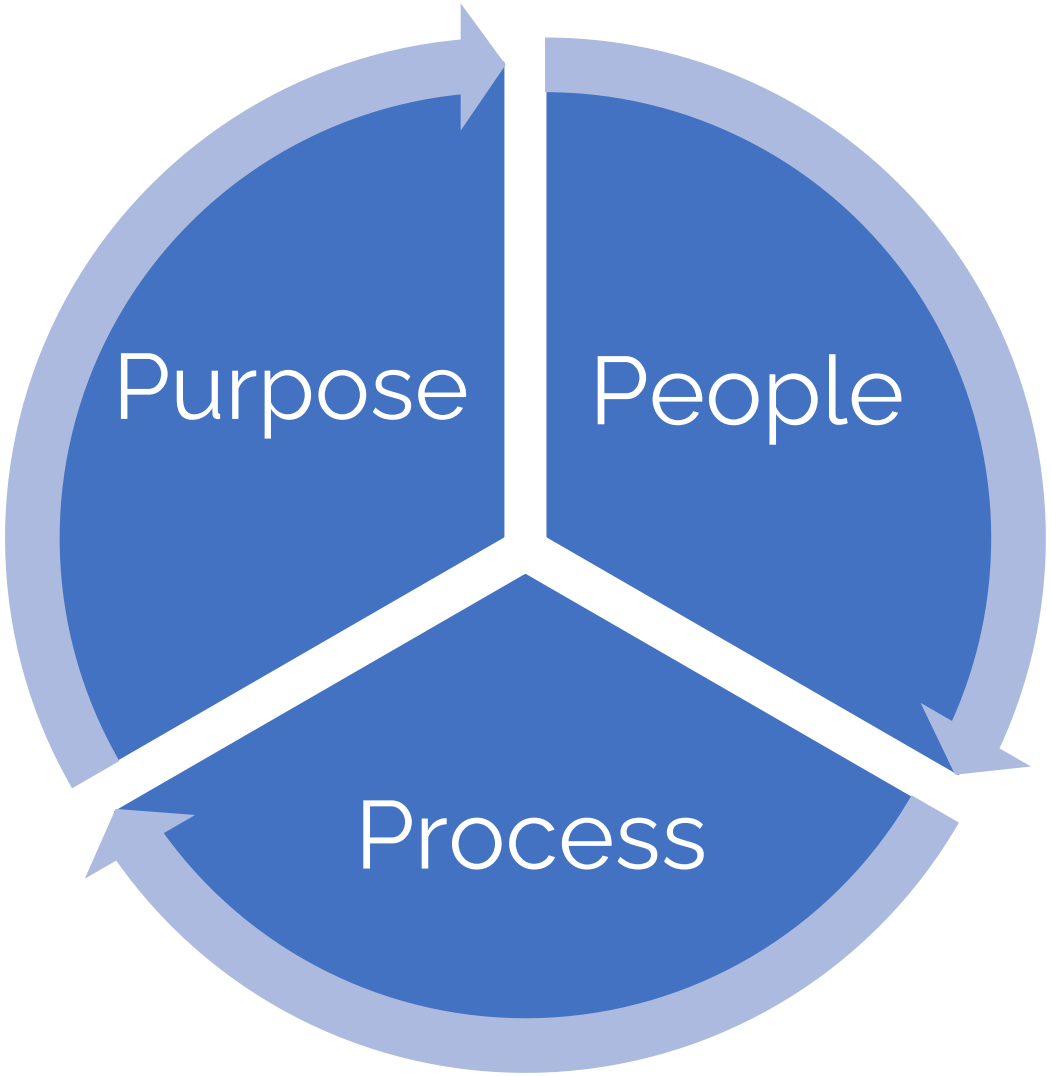
Effective Collaborations/Networks

- Balance the elements of a collaboration and helping to support that collaboration through its stages of development.

Elements of Collaboration: Purpose, People, Process



Purpose, People, Process



- **Purpose and Goals:** Grounding in a vision and direction that keeps work on course.

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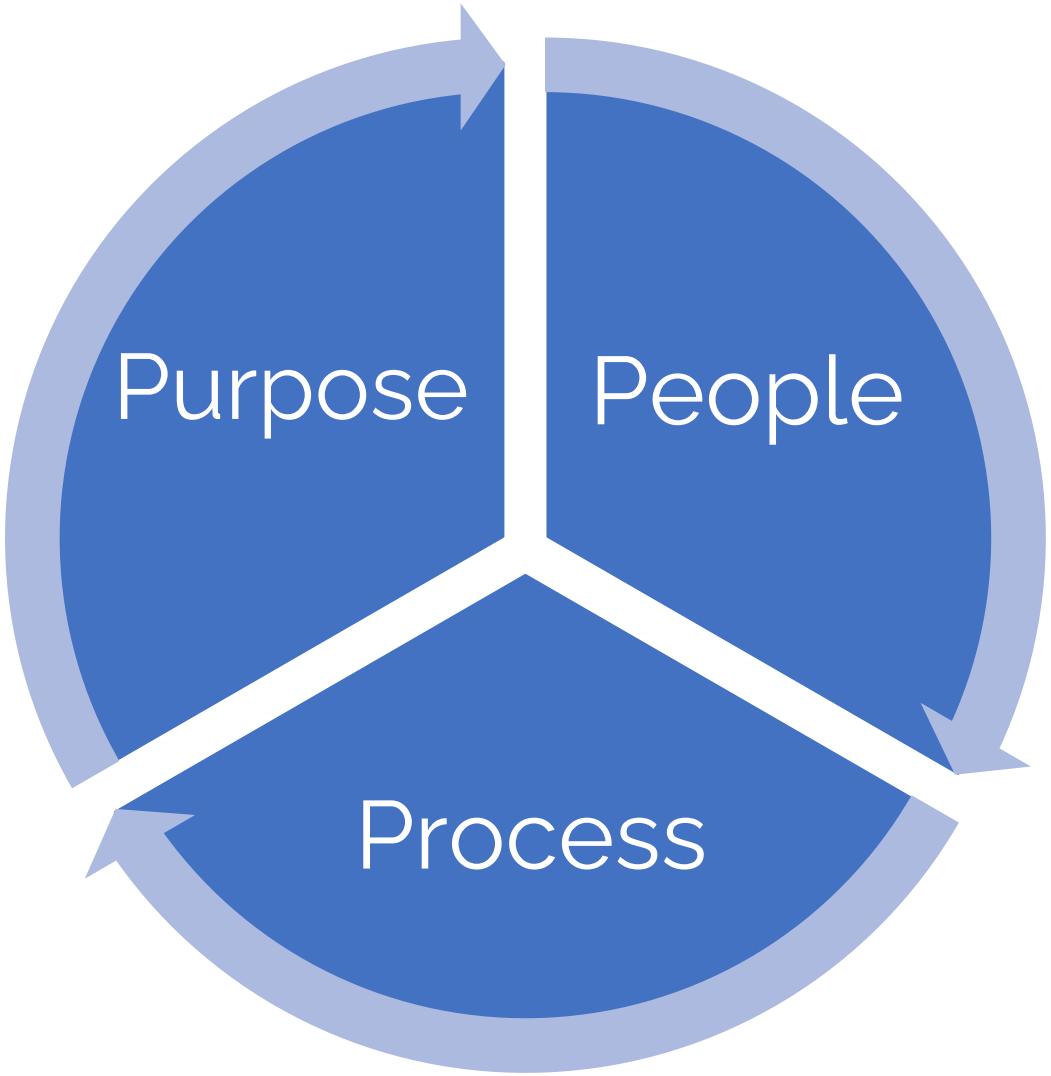
Purpose, People, Process



- **Purpose and Goals:** Grounding in a vision and direction that keeps work on course.
- **People:** The who and why of participation in the network. How create trust?

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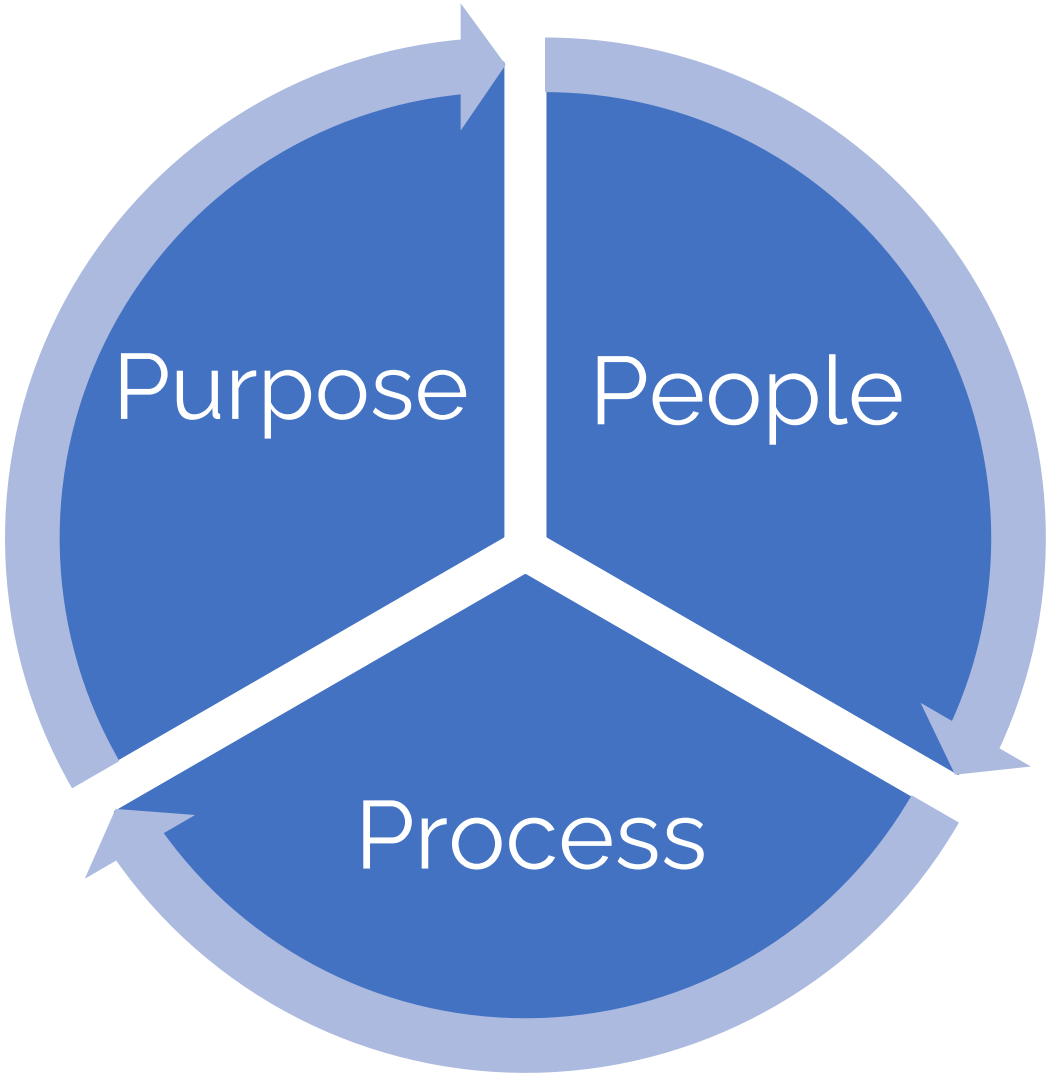

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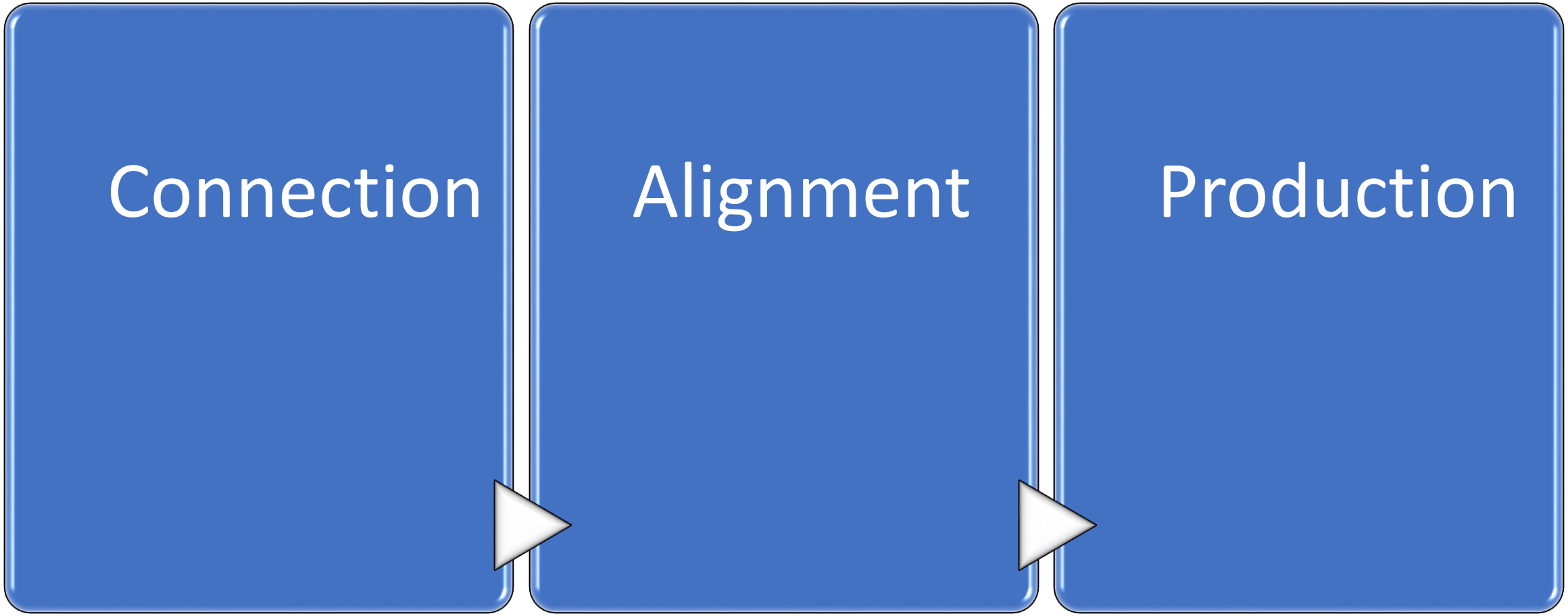
How Collaborations Evolve

Network Evolution



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Network Evolution

→ Connection →		
▪ Forming links between people and entities ▪ Emphasis on sharing information, knowledge and resources ▪ Improves communication – share more deeply and free form		

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Network Evolution

→ Connection →	→ Alignment →	
▪ Forming links between people and entities ▪ Emphasis on sharing information, knowledge and resources ▪ Improves communication – share more deeply and free form	▪ Create and spread a collective value proposition or shared reason for being together ▪ Share set of ideas, language, standards, and identity ▪ Participation influences entities in network	

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Network Evolution

→ Connection →	→ Alignment →	→ Production
▪ Forming links between people and entities ▪ Emphasis on sharing information, knowledge and resources ▪ Improves communication – share more deeply and free form	▪ Create and spread a collective value proposition or shared reason for being together ▪ Share set of ideas, language, standards, and identity ▪ Participation influences entities in network	▪ Fosters joint action through full network or subgroups ▪ Produce outcomes can't do alone ▪ Requires structure and capacity for planning and maintaining clear agreements and for coordinating work.

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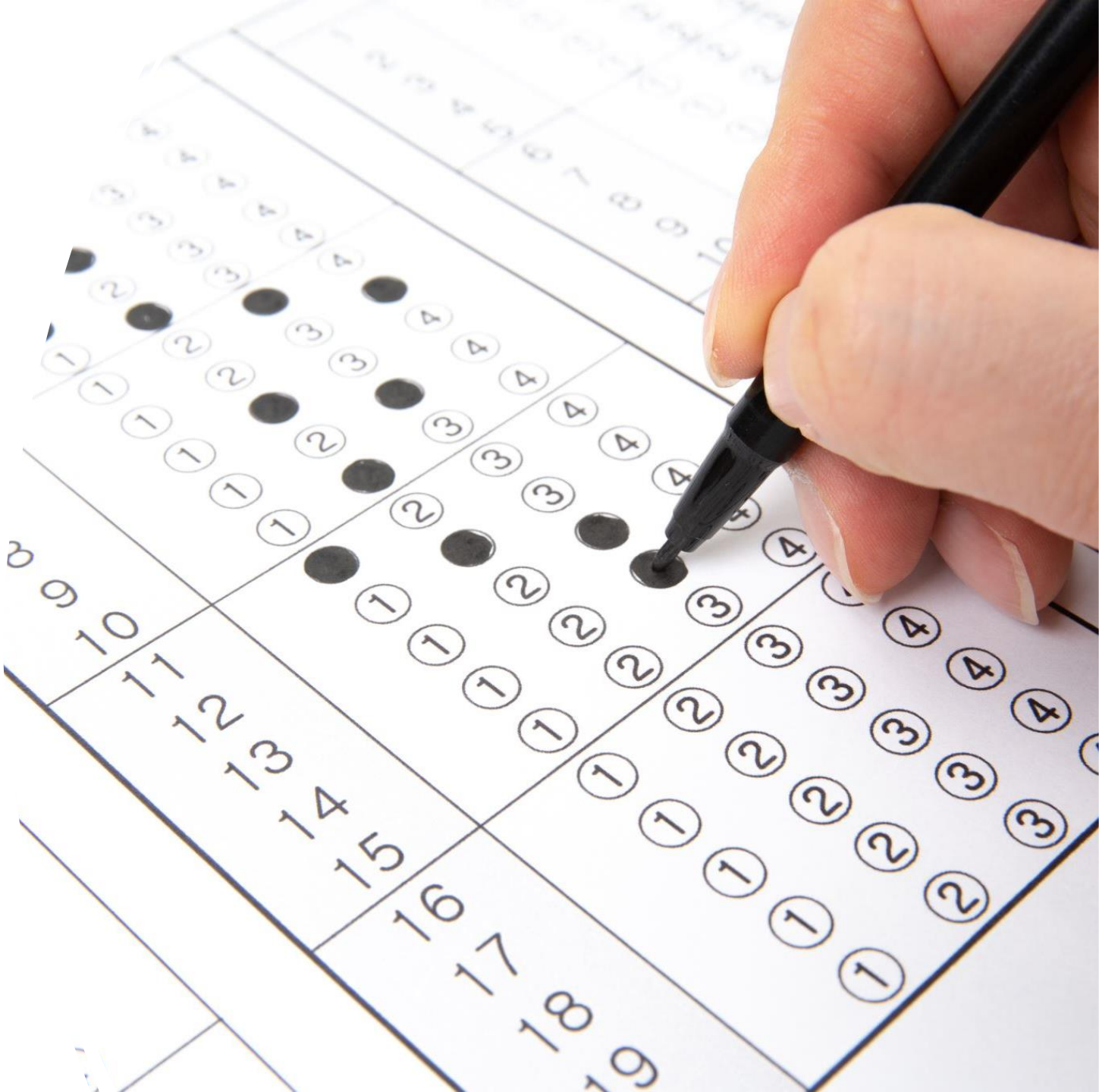
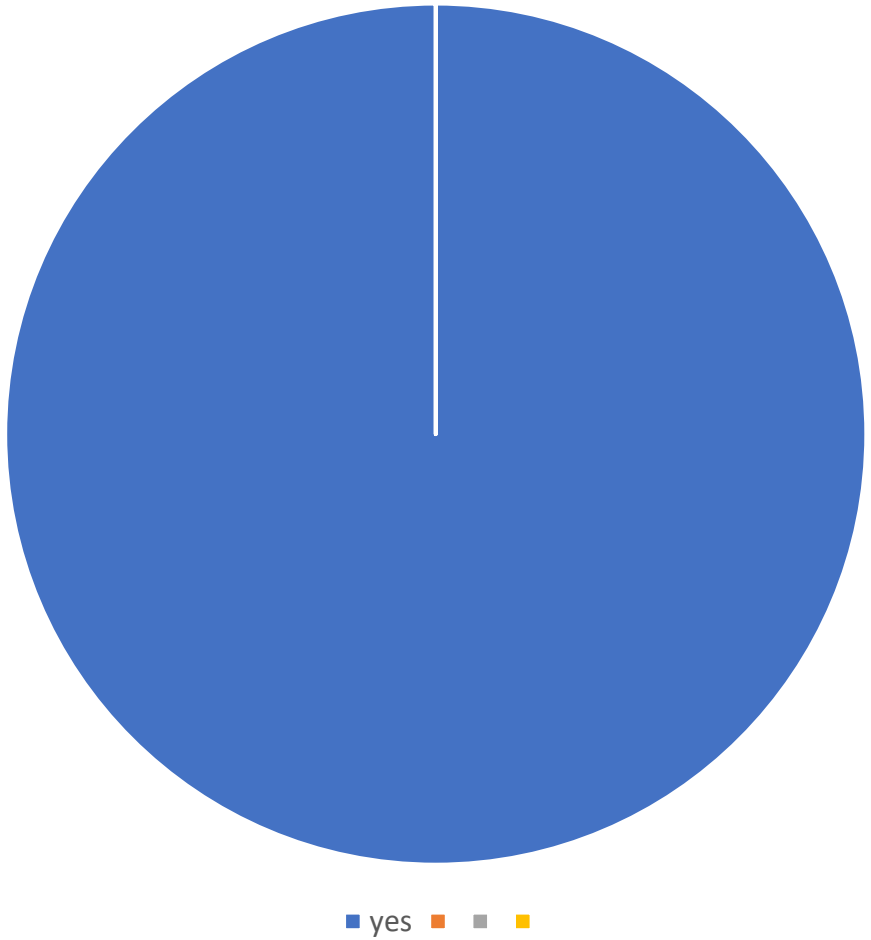
Survey Results



My group regularly collaborates with other groups in the region

- 100% said yes



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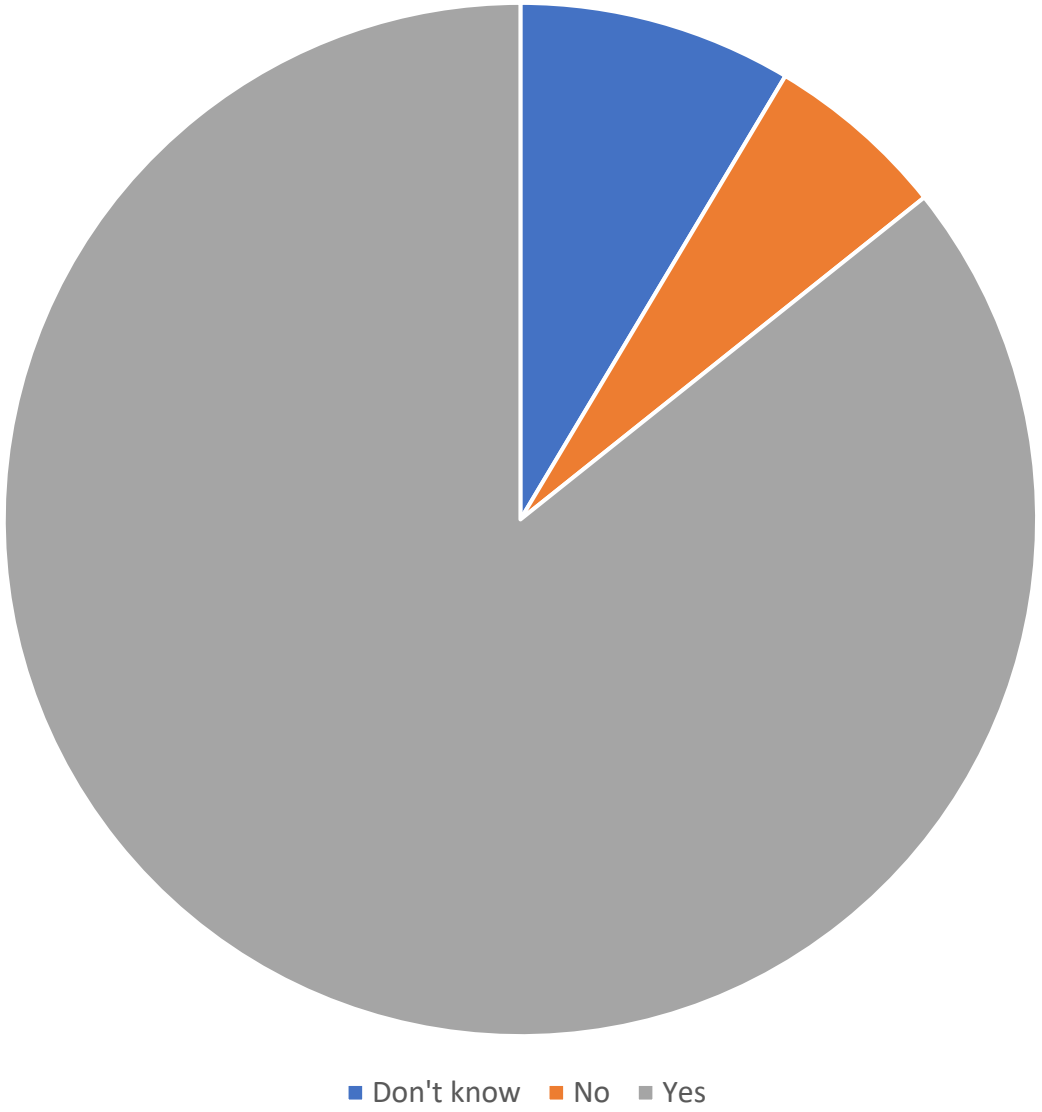
My organization is interested in federal funding opportunities like the Inflation Reduction Act and others.



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Based on your experience or knowledge, what are the most common barriers for building capacity through collaboration?

- Lack of staff = 24
- Not sure where to start = 13
- Unwillingness to work together = 3
- “Other”

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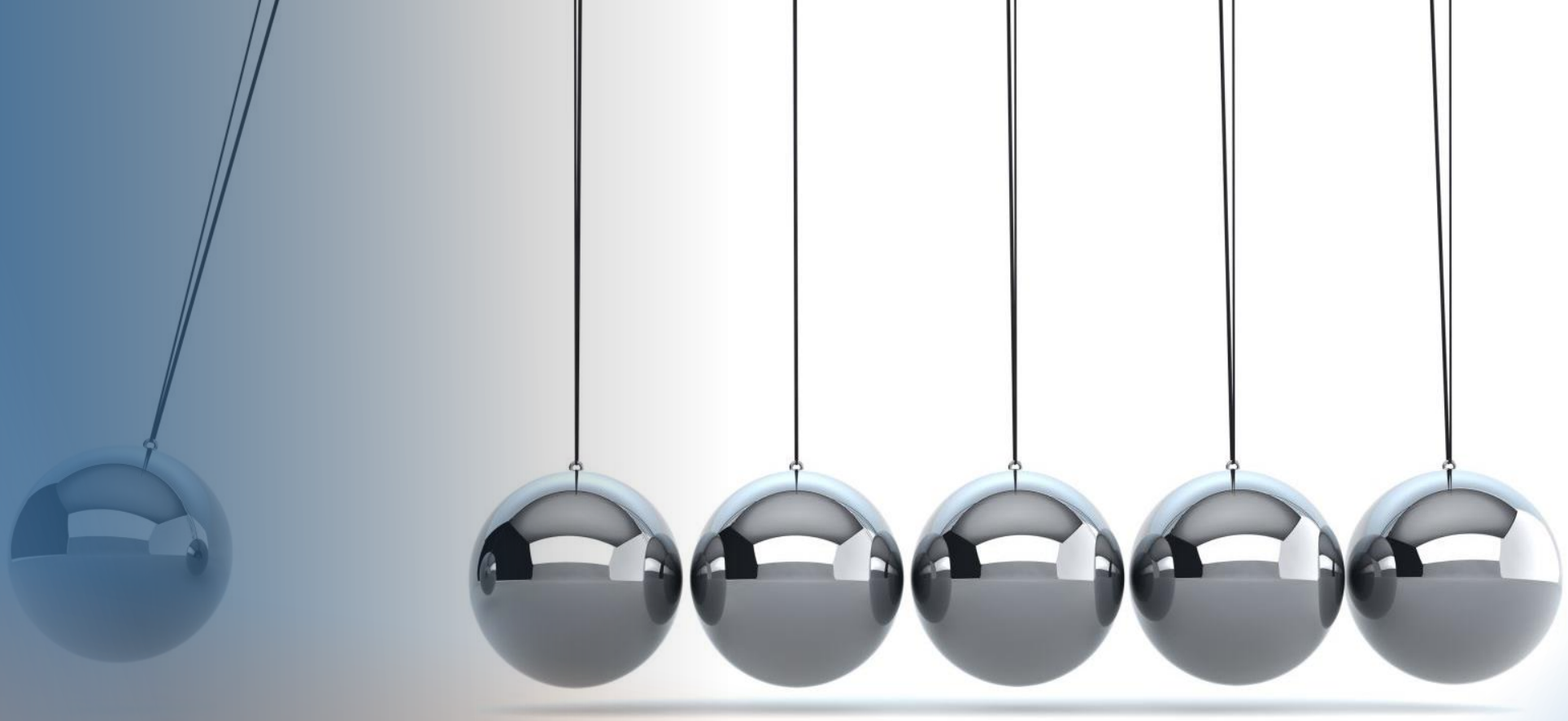
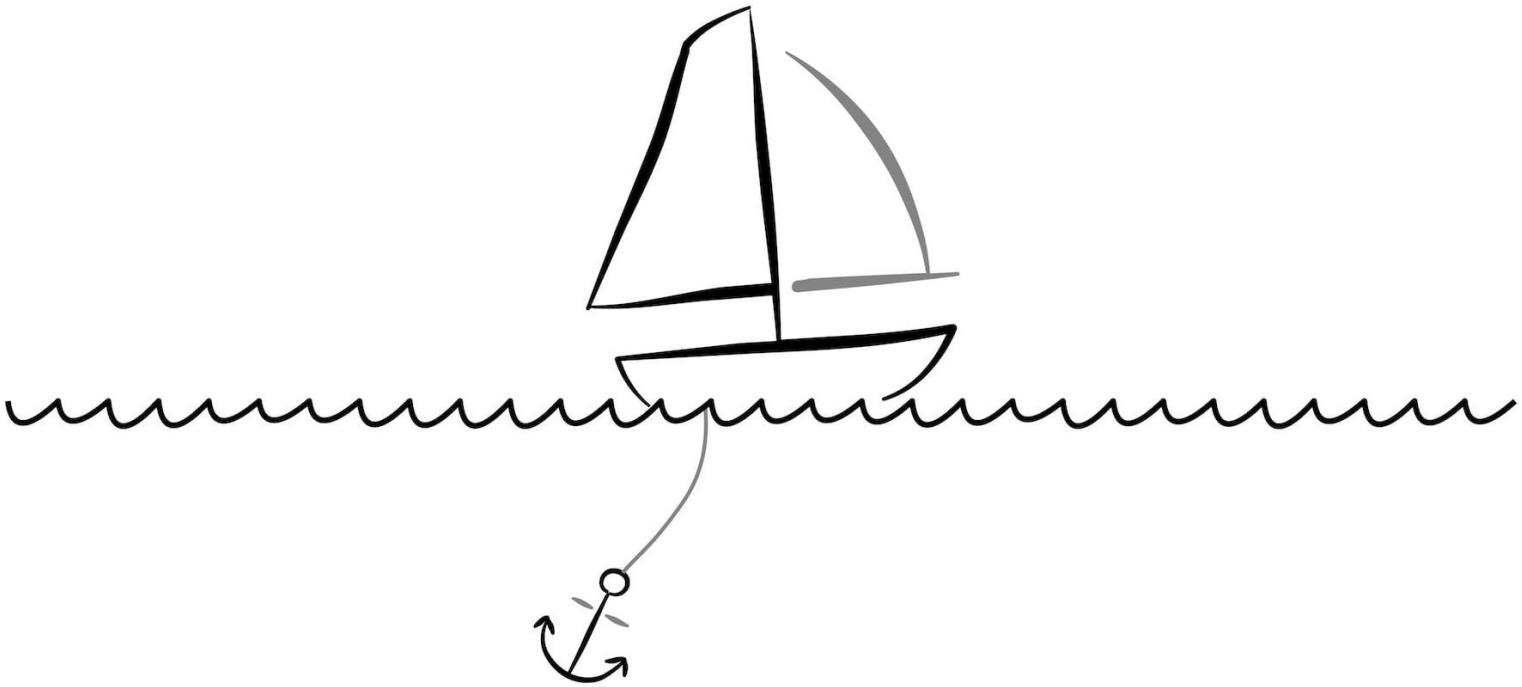


Activity

Activity: What's propelling collaborations forward? What's holding them back?



Debrief

Break

Importance of collaboration in this time of IRA

The carrot of collaboration is the opportunity to pursue federal dollars.

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Real life case studies

Welcome our Speakers

- Christina Bonini, Greening Greater Fulton
- Jon Knorr, Lancaster Clean Water Partners

Lunch

Recap this morning

Central Question

How might local governments support local collaborative efforts, with an eye towards connection and accessing federal funding?

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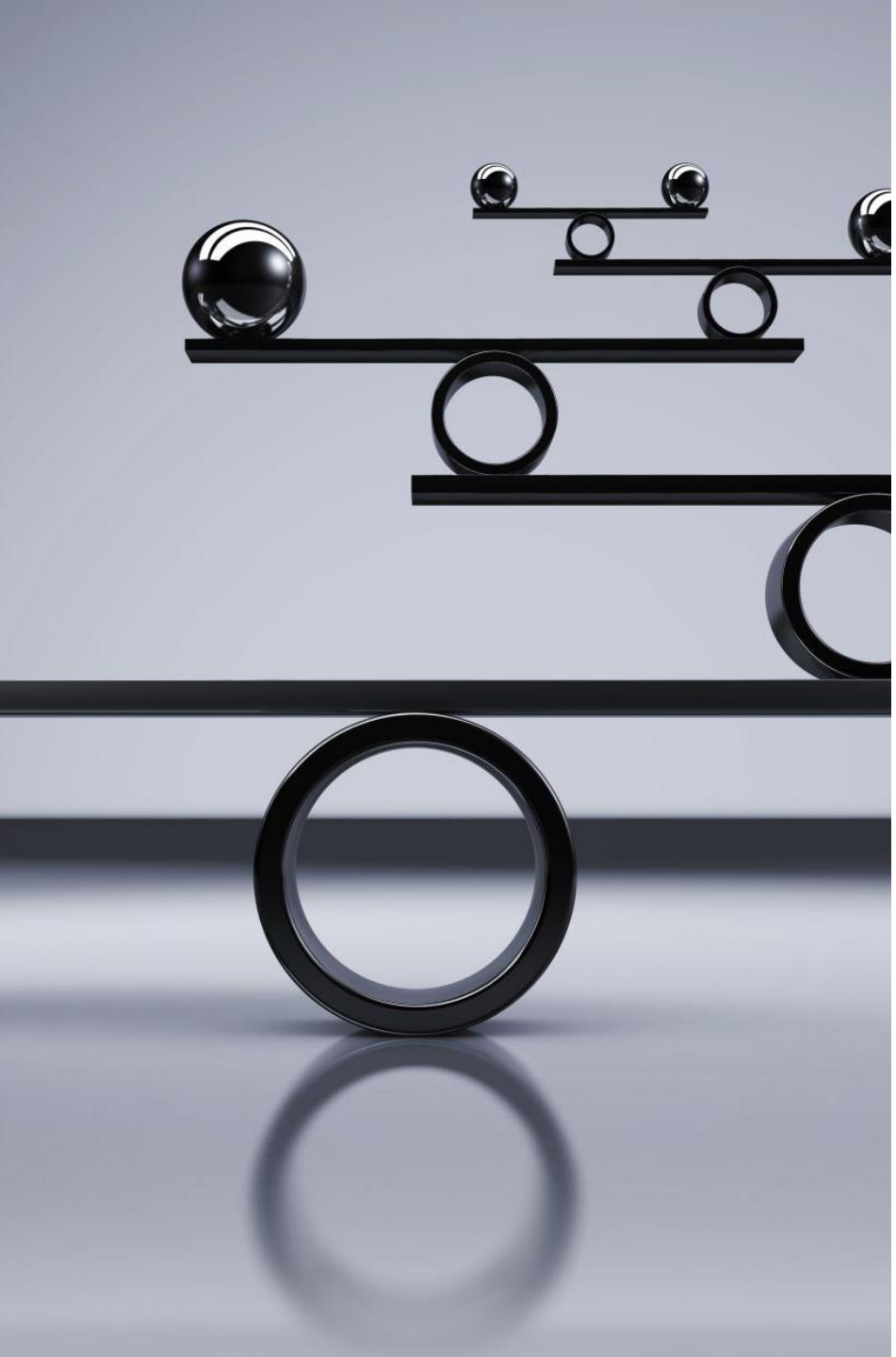

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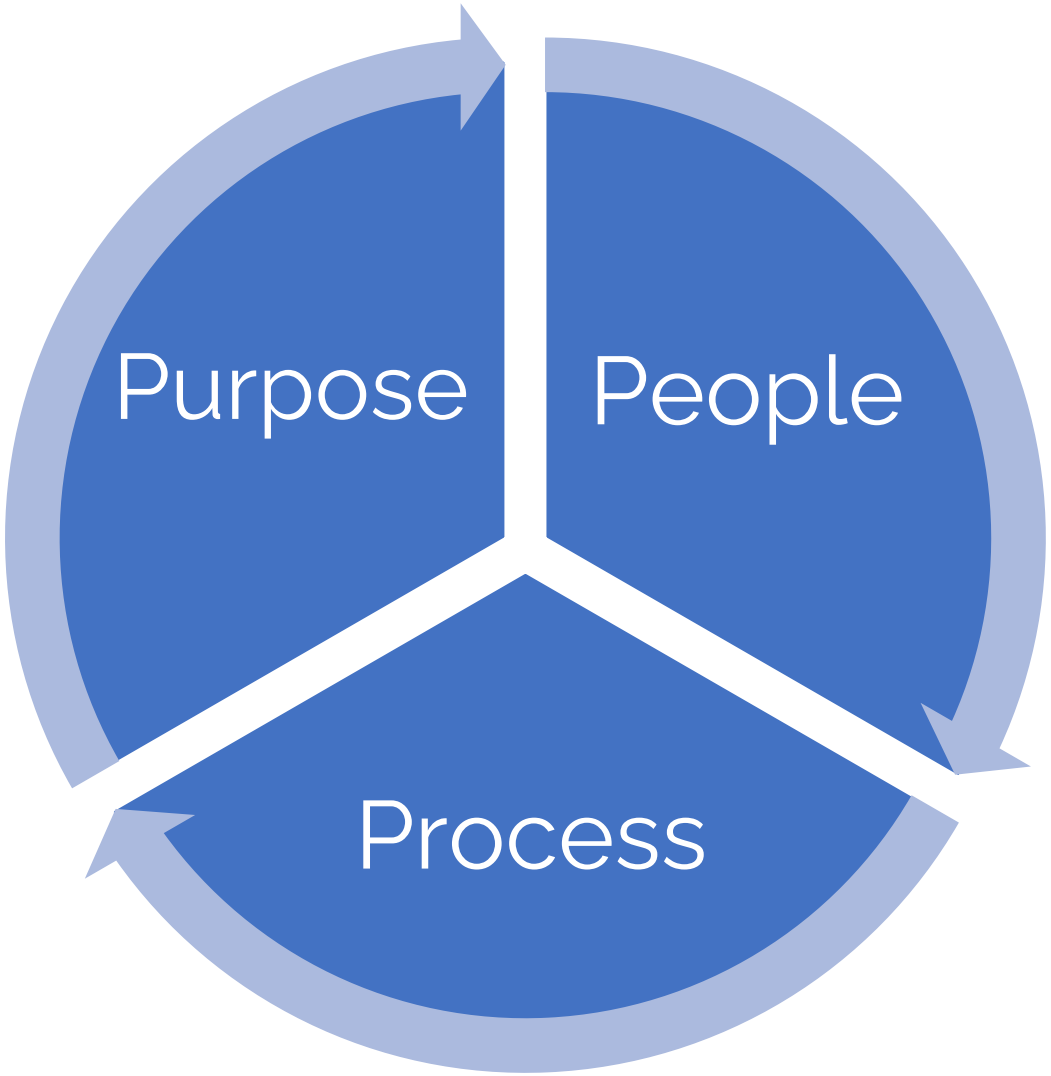

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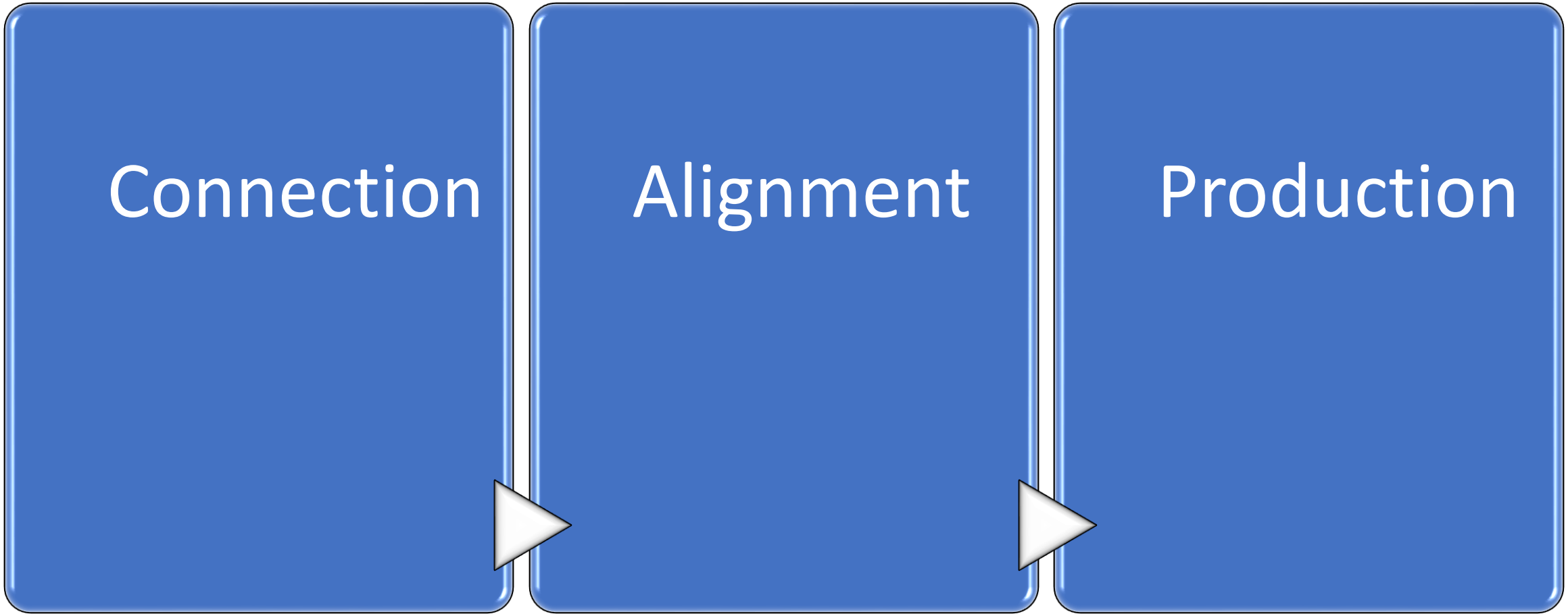

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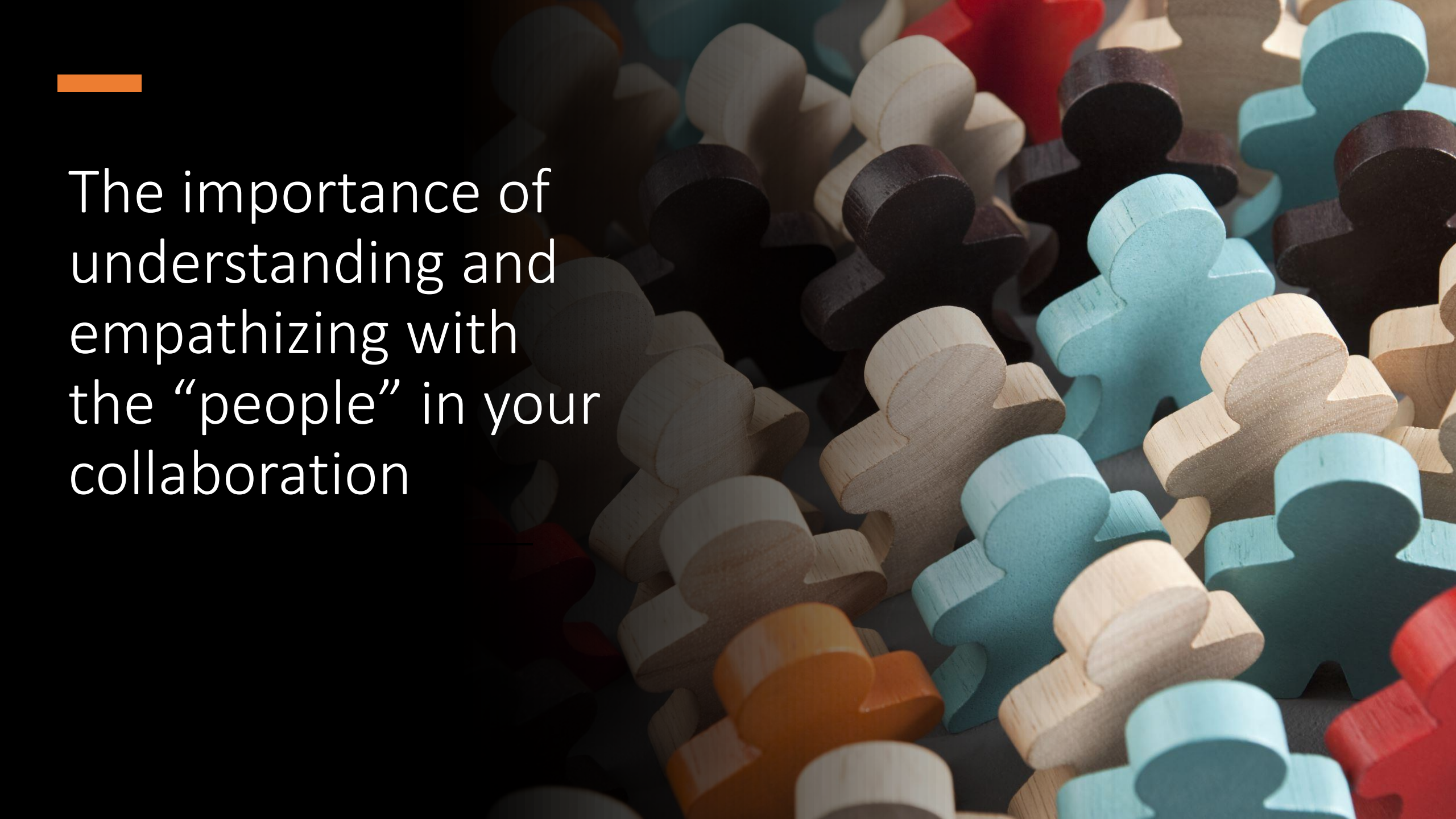
The importance of understanding and empathizing with the “people” in your collaboration



Common tension in collaboration

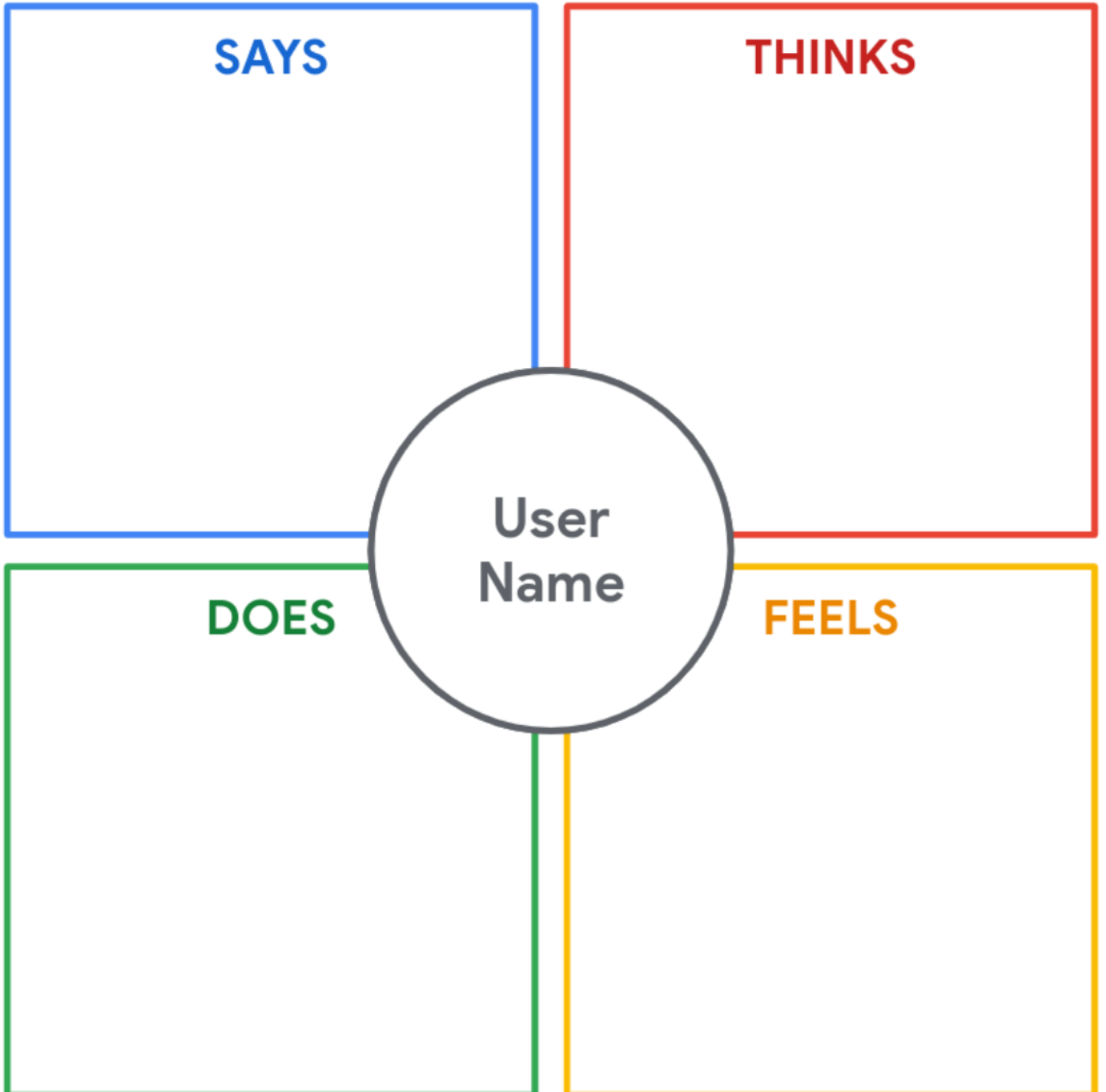
Andrew Baker

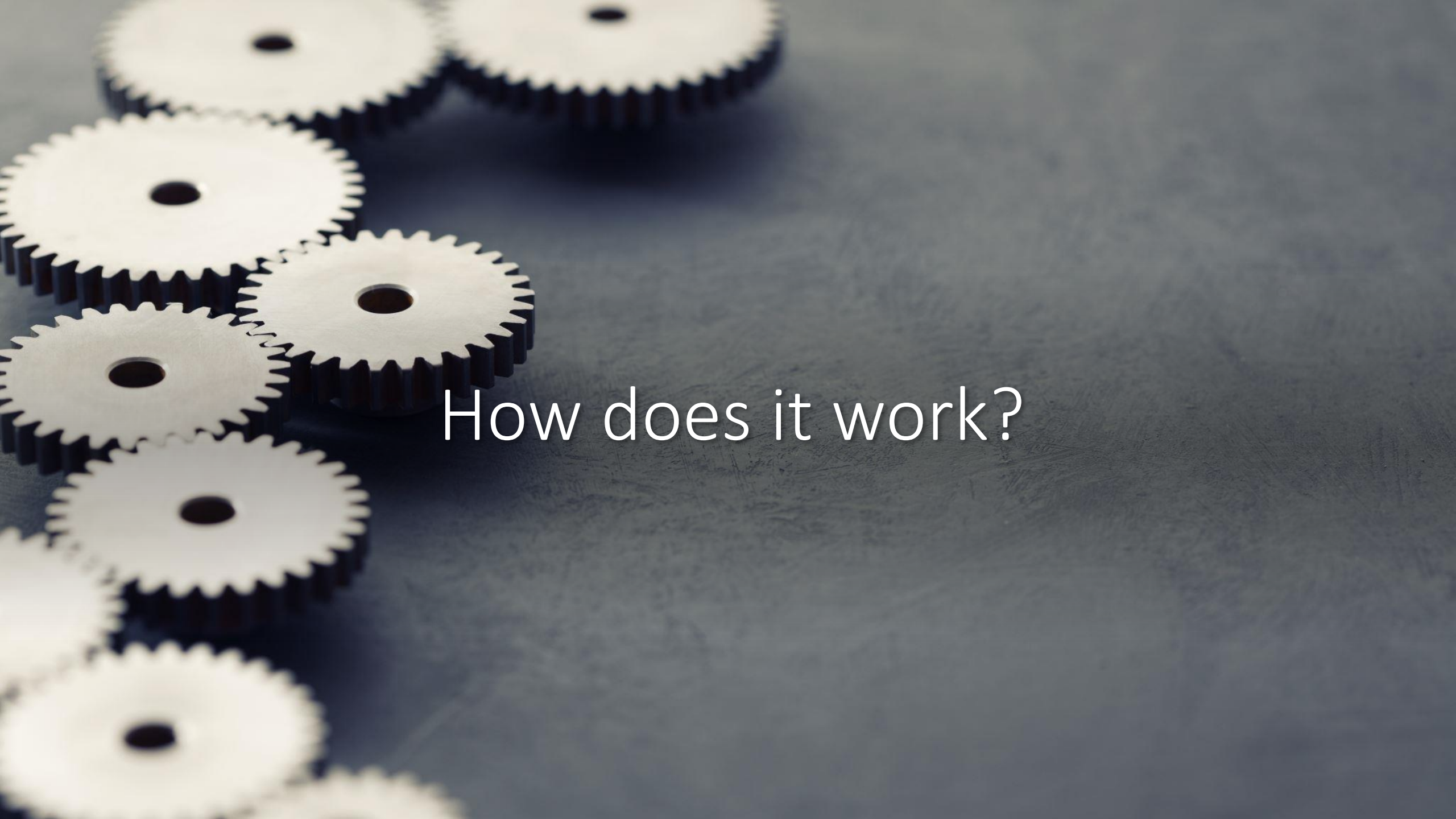
Why it’s important to empathize

- Creating an effective solution requires understanding the true problem and the person/people experiencing it.

Let’s practice empathizing through empathy mapping

- Mapping experiences helps participants consider things from the various perspectives of stakeholders/potential collaborators along with his or her goals and challenges.



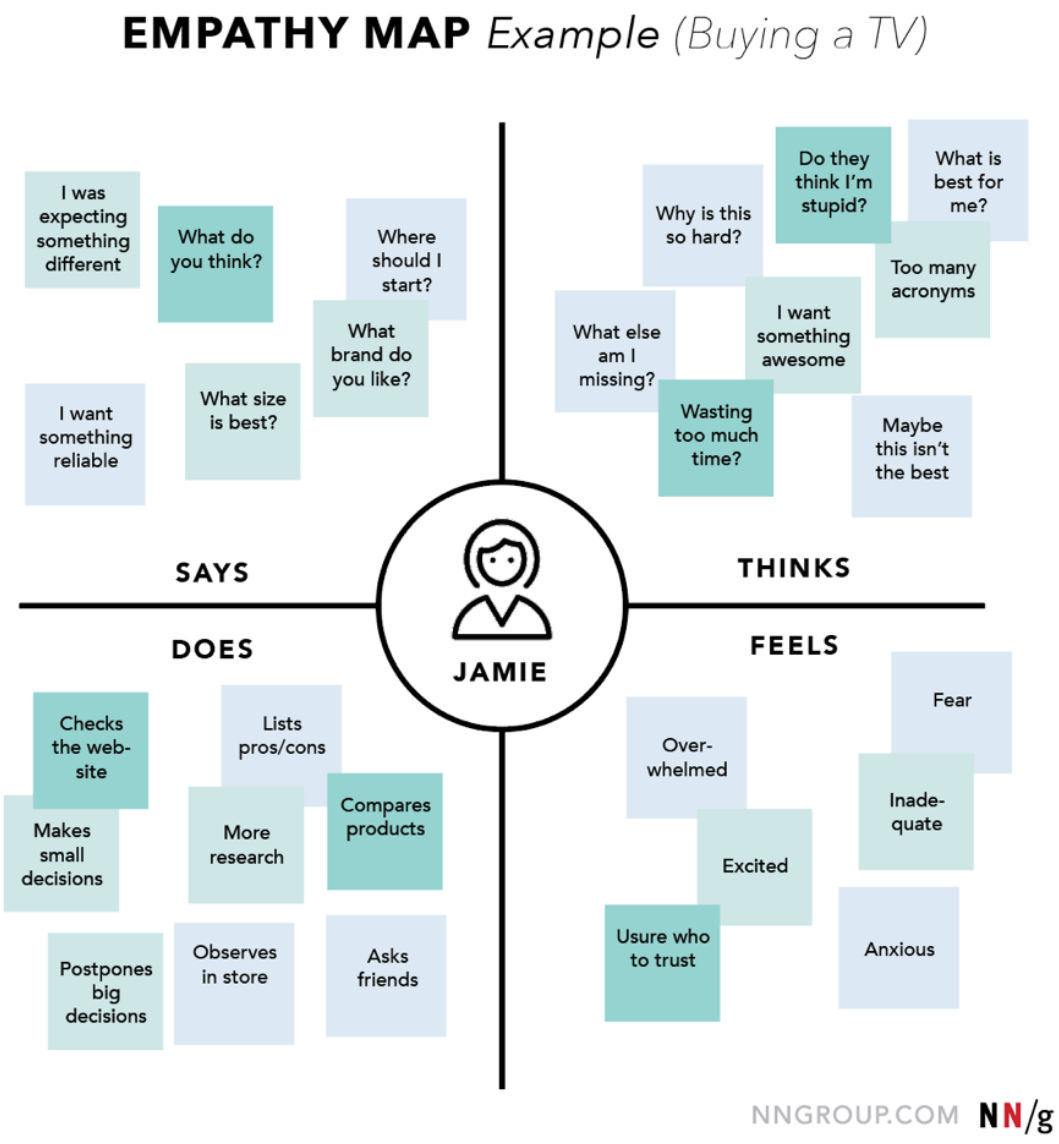

How does it work?

Example: The experience of buying a new tv

Buying a new tv

- Best buy would like to learn more about the experiences of shoppers on Cyber Monday.
- I’m interested in buying a new television on Cyber Monday. But before I purchase it, I visit my local best buy to ask key questions before I make my purchase.
- What is my experience like?

Example:



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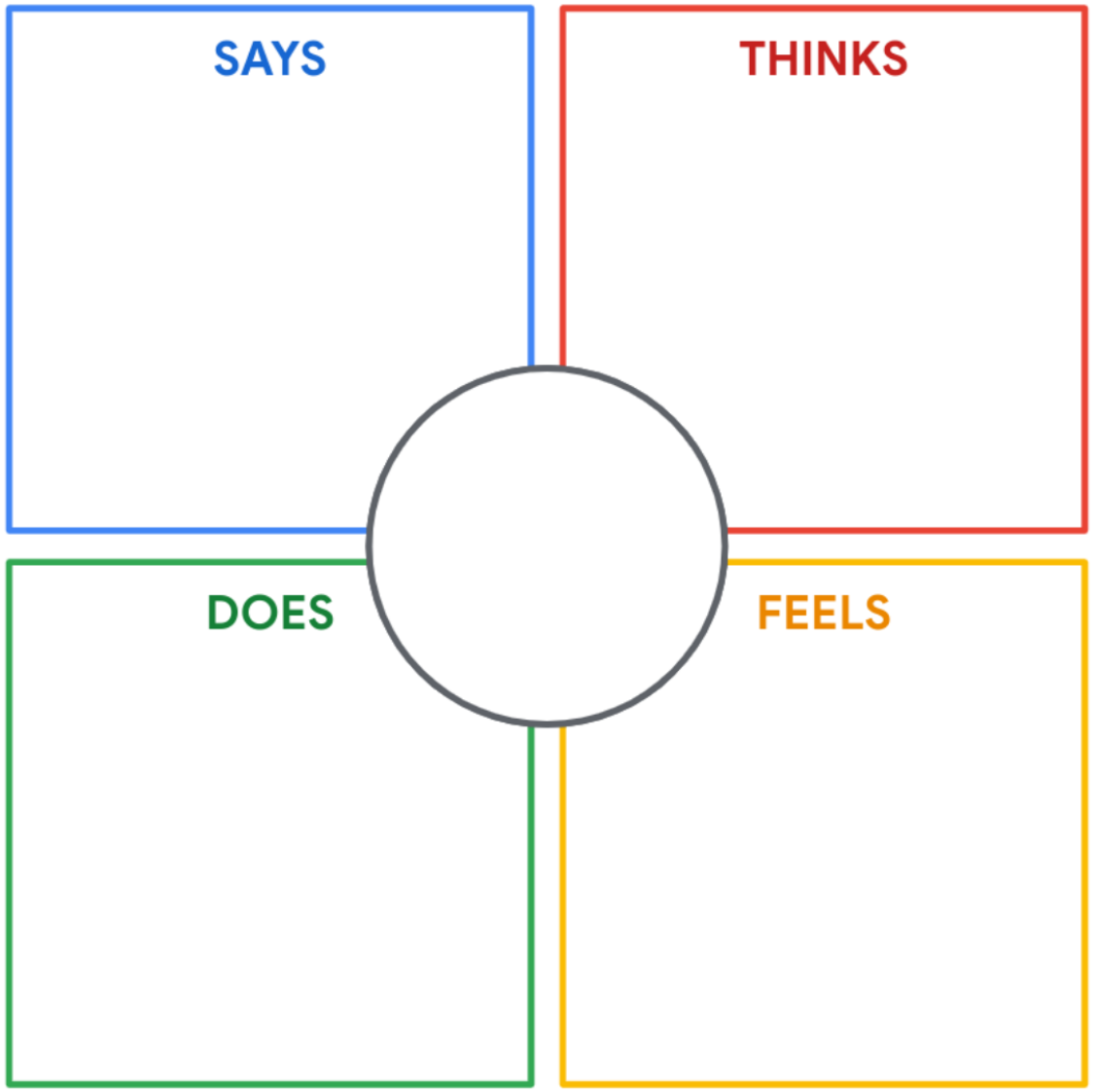
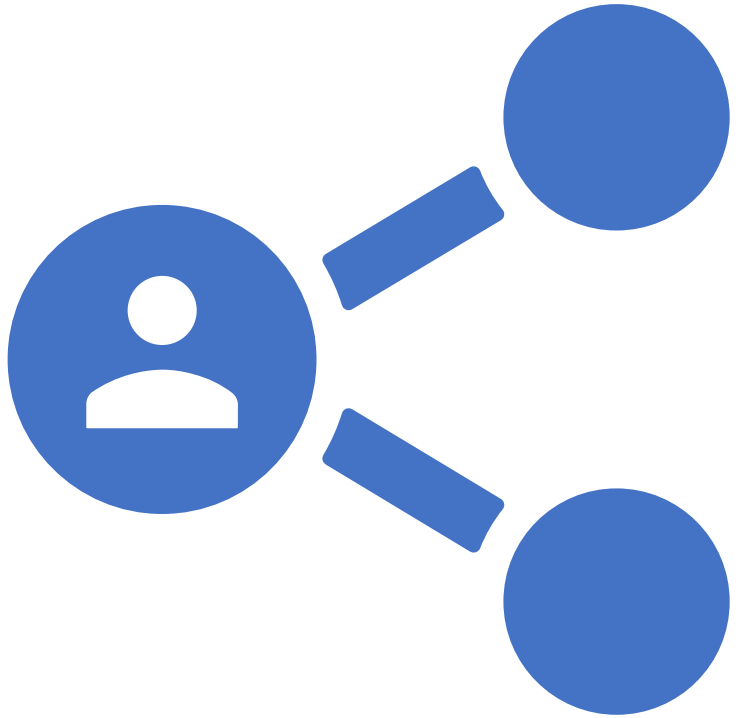
Activity – Let’s explore the experiences and perceptions of various stakeholders

Empathy Mapping Activity



Scenario: Regional River Collaborative

- Your organization is a member of a local collaborative. At the most recent meeting, one of the attending entities shares that they've heard about funding that is becoming available to support water related issues in the community – the Inflation Reduction Act Community Change Grants Program.



Program Details

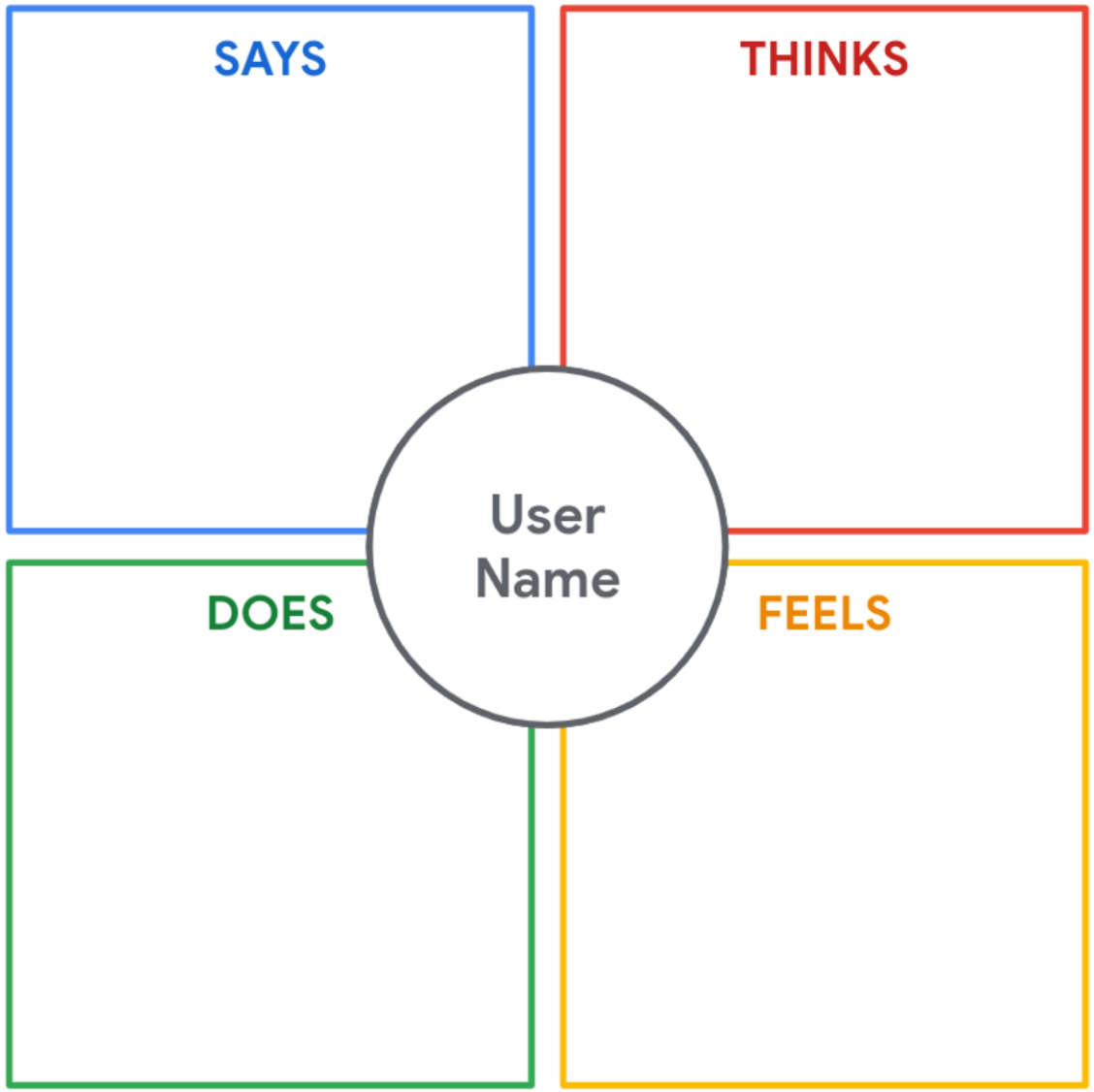
- EPA's new Environmental and Climate Justice Community Change Grants program (Community Change Grants) will invest approximately $2 billion dollars in Inflation Reduction Act funds in environmental and climate justice activities to benefit disadvantaged communities through projects that reduce pollution, increase community climate resilience, and build community capacity to respond to environmental and climate justice challenges.
- These place-based investments will be focused on community-driven initiatives to be responsive to community and stakeholder input.

Inflation Reduction Act Community Change Grants Program - Eligibility

- A partnership between at least two community-based non-profit organizations (CBOs).
- A partnership between a CBO and one or any combination of the following:
  - a Federally-Recognized Tribe
  - a local government
  - an institution of higher education.

We want to get a deeper sense of how a variety of groups perceive, respond to, and react to hearing such news.

Empathy map activity



NEED

OFFER

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Proposed Grouping -

Federal government, funders, field liaisons

Local government staff and cog staff

Local elected officials

Environmental non-profits

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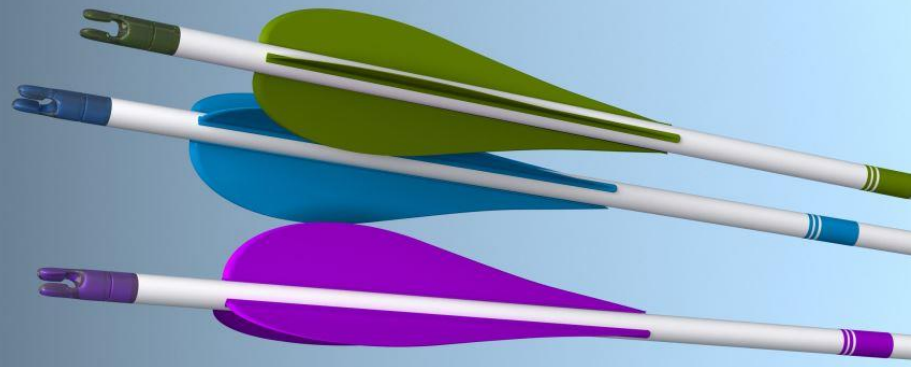
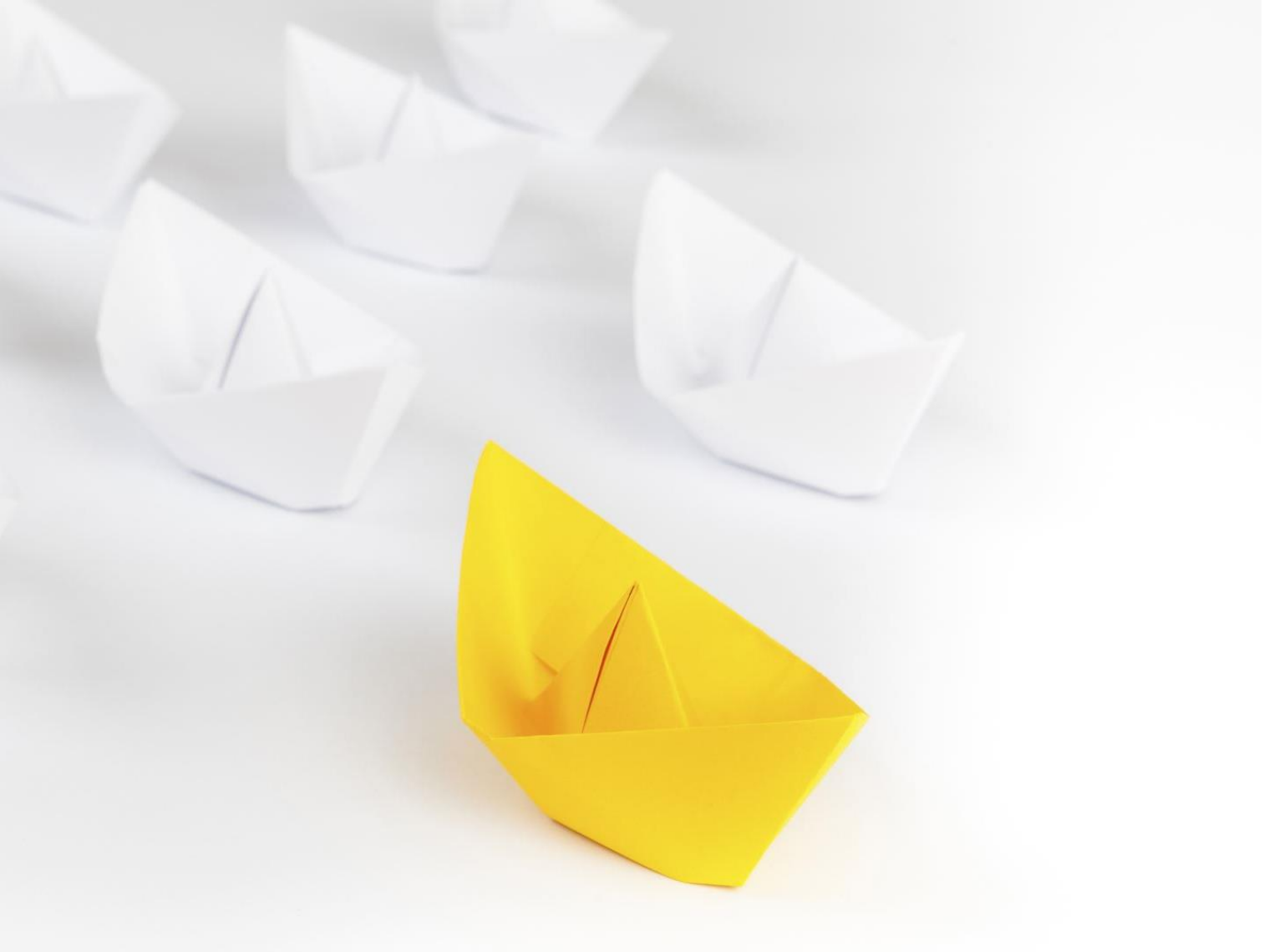


Tips

- Don’t get hung up on what goes where
- Only explore what matters about the user’s perceptions related to the project goal.

Gallery Walk

- Paying special attention to the “need” and “offer” areas, what stands out? What surprises you? What does anything make you think differently about how you would approach collaboration with each entity?”



Debrief
Empathy

Break

How might we address our anchors?

Central Question

How might local governments support local collaborative efforts, with an eye towards connection and accessing federal funding?

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We asked about anchors at the beginning of the session? Which are the most important for us to address?

Core “Anchors” Identified

- Resources
  - Staff capacity
  - Time required
- Funding
  - Accessing Funding
  - Funding for collaboration
  - Funding requirements
  - Bureaucratic red-tape
- Competition/Silos
- Leadership and/or absence of leadership
  - Political will in light of priorities
  - Clarity of process
  - Lack of local champions
- Local support continuity/Longevity/maintenance

Select which “anchor” you’d like to address

- The group will spend time discussing:
  - What are the long-term implications of this problem if left unresolved?
  - What resources or expertise do we need to solve this problem?
  - What are your recommendations to address this anchor?

Gallery Walk

Groups debrief