STORM: Collective Impact for Stormwater Education, Outreach & Beyond

WA State Municipal Stormwater Conference
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Stef Frenzl
Snohomish County Surface Water Mgmt
sfrenzl@snoco.org | (425) 388-6466
Have you ever had this experience?
Or this experience?
A Collaboration That Works Wonders

STORM
STORMWATER OUTREACH FOR REGIONAL MUNICIPALITIES
<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>Ecology issued NPDES Stormwater Permits to 5 Phase I jurisdictions</td>
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<tr>
<td>2006</td>
<td>STORM” 3-yr Grant from Ecology This grant produced the Puget Sound Starts Here campaign.</td>
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<tr>
<td>2007</td>
<td>Ecology reissued permits to the 5 Phase I jurisdictions &amp; 76 new Phase II cities/counties.</td>
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<tr>
<td>9/2009</td>
<td>PSSH Campaign launched</td>
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<tr>
<td>4/2010</td>
<td>PSSH 2-yr GROSS Grant from Ecology</td>
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<tr>
<td>2012</td>
<td>Puget Sound Partnership gets 5-yr “PSSH” Grant from EPA</td>
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</table>
PSSH Implementation
Sept 2009 - today
PSSH Implementation
Sept 2009 - today
PSSH Implementation
Sept 2009 - today
PSSH Implementation
Sept 2009 - today
PSSH Implementation
Sept 2009 - today
Why did this work so well?

MOST OF LIFE IS CHOICES, AND THE REST IS PURE DUMB LUCK.

· MARIAN ERICKSON
Collective Impact is a structured form of collaboration that embraces continuous improvement and rigorous data to drive transformative social change.

www.youtube.com/watch?v=YRX2y46fHXE&src_vid=1ZZRvNXOozo&feature=iv&annotation_id=annotation_2391934555
we didn’t know it, but we’ve been using

Collective Impact Principles

Characteristics of Collective Impact
1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support Organizations

All participants have a *shared vision for change* including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Common Agenda
STORM’s Common Agenda:
Fulfill the NPDES Stormwater Permit (S5.C.1 or S5.C.10)

• Stayed laser-focus on Puget Sound stormwater.
  Not salmon. Not Eastern WA.

• Select 3 STRATEGIC BMPs to emphasize.

• “Puget Sound Starts Here” campaign disseminates a common regional message.
• 2007 brainstorming session created a list of possible BMPs.
• Used SMART Criteria to select the top three BMPs from nearly 100 BMPs.

<table>
<thead>
<tr>
<th>LAWN AND GARDEN</th>
<th>VEHICLES</th>
<th>PETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>#3 Fertilize Sparingly</td>
<td>#2 Use Commercial Car Wash</td>
<td>#1 Pick Up Dog Poop</td>
</tr>
<tr>
<td>#6 Spot Treat vs. Broad Application</td>
<td>#4 Regular Auto Maintenance</td>
<td>#15 Pick up Cat Poop</td>
</tr>
<tr>
<td>#7 Compost Mulch</td>
<td>#5 Wash Car On Pervious Surface</td>
<td>#16 Establish commercial Poop Scoop company</td>
</tr>
<tr>
<td>#9 Rain Garden</td>
<td>#8 Dispose used fluid properly</td>
<td></td>
</tr>
<tr>
<td>#11 Maintain Tree Cover</td>
<td>#10 Advocate for dry wipes at charity car washes</td>
<td></td>
</tr>
<tr>
<td>#12 Improve Soil</td>
<td>#13 Choose alternative transportation</td>
<td></td>
</tr>
<tr>
<td>#14 Reduce Lawn</td>
<td>#17 Cardboard test for oil leaks</td>
<td></td>
</tr>
<tr>
<td>#18 Hand Pull Weeds</td>
<td></td>
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</tr>
</tbody>
</table>
**S.M.A.R.T. Criteria**

A tool used by STORM to achieve a Common Agenda

**Specific**
Can you describe desired result (who, what, when, where, why, how)?
Is the BMP one, very specific ask?

**Measurable**
Can you quantify the desired action (numerically or descriptively)?
Can you measure intermediate progress?

**Achievable**
Are enough resources available ($ and/or staff)? Do you have the necessary skills? Will managers/appointed/electeds support this BMP?
Does the BMP require the right amount of effort?

**Relevant**
Issue for rural and urban, big cities and small towns? Is the BMP in alignment with overall mission?

**Time-bound**
What’s the deadline? What’s driving the deadline? Deadline realistic?
All participants have a *shared vision for change*. 

Collective Impact

20
Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Shared Measurement
our focus is **Behaviour Change**

### Sound-wide Evaluations of Awareness & Behaviors
- Grants have allowed rigorous regional monitoring of behavior change
- Environmental Behavior Index – by King Co + several cities
- PSP Sound Behavior Index

### Local Evaluations
- NPDES (S5.C.1.c and S5.C.10.c) **requires evaluation**
  - Natural Yard Care Grant – 17 jurisdictions
  - Don’t Drip & Drive Grant – several permittees + many NGOs
Shared Measurement - CHECK!

Collecting data and measuring results consistently
Mutually Reinforcing Activities

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Mutually Reinforcing Activities

**STERN PAIR**
*sets stroke rate and rhythm*
Mutually Reinforcing Activities

No strategic alignment vs. Execution Gap

MISS vs. Bullseye!
STORM exhibits Mutually Reinforcing Activities
via our Structure & Leadership

1. Core Group

2. Ad Hoc Committees
   • Topical
   • Geographic

3. PSSH uses Open Architecture
   • Brand “guidelines” … but not “brand cops”
   • Consistent look, Common message

4. Find your Natural Partners

5. No contracts among STORM jurisdictions
Stages of Change – Regional & Local Actions

A tool STORM uses to achieve Mutually Reinforcing Activities

www.prochange.com/transtheoretical-model-of-behavior-change
Mutually Reinforcing Activities

Participant activities must be differentiated while still being coordinated.
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Continuous Communication

COXSWAIN
coordinates power and rhythm
But We’re A Bit More Complicated…
STORM: Communication Strategy

Quarterly Coordinating Meetings
• STORM
• SOGs
• NPDES Permit Coordinators
• ECO Net (Education Communication Outreach Network)

Other STORM Communication
• Monthly email updates
• Professional Development- STORM Symposium
• Web Portal

This takes a LOT of work!
Continuous Communication - CHECK!

Consistent and open communication

Collective Impact
Collective Impact

Creating and managing collective impact requires an organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.
Backbone Support Organization
Backbone: STORM & PSSH

• **STORM Core Team**
  - Redmond, Bothell, Seattle, Tacoma, Kirkland, Kitsap Co, Thurston Co, Pierce Co, King Co, Snohomish Co

• **PSSH Steering Committee**
  - STORM, ECONet, PSP, Ecology, EPA

• **Match Personality Temperaments and Roles**
  - A program/campaign needs all temperaments, but each person should have roles that use their strengths.
Steering committee members should be good at looking ahead

But a campaign also needs detail oriented people to implement
“Possibles” vs. “Presents” seems to be the greatest determinant for whether you’d be an effective steering committee participant

Know you & your team’s strengths/weaknesses.

Try the FREE online test at: www.humanmetrics.com/cgi-win/JTypes2.asp

You’ll get 4 letters & a score (from 0 to 100) for each
Backbone Support Organizations

A separate organization to serve as the backbone for the entire initiative & coordinate participating organizations

Collective Impact
We didn’t know it, but we’d been using
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More intention = More effort & commitment

Collective Impact can help most collaborative efforts!

But to make it work, do you have sufficient:

- drivers
- staff capacity
- staff expertise
- available resources
- support
- time
Remember these?

Which of your projects could benefit from Collective Impact?
Where Could Your Programs Use More Attention?

Characteristics of Collective Impact

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Collective Impact

Where can you mutually reinforce more effectively?

No strategic alignment vs. Execution Gap

MISS vs. Bullseye!
An Idea for all of WA State

Are you all on your own?

A solution:

RESOURCE LIBRARY
An Idea for Eastern WA

Collaborate by Geographic Area

1. Tri-Cities (and Walla Walla)

2. Spokane Area

3. Ellensburg
How can you improve communications?
Thank You!

Stef Frenzl
Communication Specialist II
Snohomish County SWM
sfrenzl@snoco.org
(425) 388-6466