

Chapter 1: Getting Started

Selecting Your Watershed and Getting Help

Introduction

- 1.1 Why Collaborative Planning?
- 1.2 Selecting Your Watershed
- 1.3 Enlisting Support and Help
- 1.4 Starting Your Planning Team
- 1.5 Kentucky's Watershed Management Initiative
- 1.6 Group Vitality

Active Options

Write It Down

This chapter will help you:

- Select your watershed
- Identify who should be involved in planning and implementing your watershed project
- Take some beginning organizational steps
- Understand Kentucky's approach to watershed protection and planning

As in every chapter, this one also provides:

- Active Options
- Write It Down

Find related information about this stage of watershed planning in Chapters 3 and 4 of US Environmental Protection Agency's Handbook for Developing Watershed Plans.

Introduction

The purpose of watershed planning and implementation is to find collaborative, cost-effective ways to improve and protect streams and lakes. Thoughtful, comprehensive watershed planning enables you to effectively focus your efforts to get the most for your investment of your energy and resources. It helps you find the most efficient way to make a difference.

To be successful, watershed planning and implementation requires a collaborative effort: participation from many and support from even more. Section 1.1 explains why collaborative planning is crucial to success.

An effective **watershed plan** enables you to focus your efforts on the most efficient and effective methods for improving and protecting the streams, lakes, and groundwater in your watershed.

While you probably have a stream of concern, there are several factors to consider when selecting the exact location and extent of your watershed. Section 1.2 presents these factors.

A watershed plan helps you prioritize among the different problems you find and among the potential solutions available. Yet despite scientific observations and comprehensive information, it is rarely easy for a watershed team to decide what exactly is most important, what exactly will be effective. For this and other reasons, you want the membership of your watershed team to provide a wide spectrum of capabilities, experience and perspectives. Section 1.3 describes who you'll want to include, and why.

The members of your watershed team will participate either as individual volunteers or as representatives volunteered by businesses, organizations or agencies that have an interest in the watershed. Everyone's time is valuable, and you'll want to be productive from the very beginning. This is why Section 1.4 describes how to get your watershed team started.

Kentucky has a vital interest in improving waterways. The Kentucky Division of Water (KDOW) has a mandate from Kentucky state and US federal laws and regulations to protect waterways. Section 1.5 describes Kentucky's approach to watershed improvement. Additionally, many civil organizations, individuals, communities and businesses throughout the state care about Kentucky's waterways.

Watershed planning requires work. Participants will always need a sense of the importance and vitality of their work. Section 1.6 addresses planning team vitality.

Each chapter of this Guidebook will have Active Options, which offer tips for nurturing planning team and project vitality. Each chapter will also have a Write It Down section, which explains the kind of documentation you will want and need, plus the documentation required for projects funded under Section 319 of the Clean Water Act.

1.1 Why Collaborative Planning?

Once a decision is made to look comprehensively at a watershed, the team that works on the plan must also be comprehensive in membership. If, for example, your group has been composed of people who are committed to cleaning up a specific stream or lake, or concerned with water quality or biological systems, e.g. fish or mussels, you'll need to branch out to find new partners and members with additional interests. See Section 1.3 for ideas.

Building a functional, long-term collaboration among partners with diverse interests is both the hardest and most rewarding part of watershed planning. One of the most important aspects of watershed, collaborative planning is the inclusion of stakeholders—people and organizations with a stake in the outcome of the plan.

Collaboration makes the plan better and increases the possibility of successful implementation. There are a number of advantages when groups of partners, stakeholders, and advocates work together.

Advantages of broad-based participation:

- *Strength in numbers.* People have water-related concerns they cannot address alone, and they can accomplish more when working as a group.
- *Diverse expertise.* Collaboration draws on expertise and information from a wide range of people.
- *Inclusive representation.* Involving all the people who have an interest in the project means it will be more acceptable to the community and easier to keep going. This will also assist with implementing the plan in the future.
- *Creative solutions.* Discussing issues with a group produces solutions that might not have occurred to one individual.

1.2 Selecting Your Watershed

You probably already have a stream of concern or watershed of interest, but there are a number of factors critical to consider when selecting your watershed. Some are outlined below, but before you begin the selection process, take the time to explore the implications of your choices by familiarizing yourself with this entire Guidebook.

The “Kentucky Watershed Viewer” is an easy-to-use online mapping tool for learning the boundaries of your watershed and getting information about it:

1.2.1 Scale

Scale, meaning the size of the watershed area, is important. It is generally not feasible to develop an effective plan for large areas, because both data-gathering and communications become unwieldy.

The current recommendation is to conduct planning in two phases, beginning Phase 1 with a larger watershed area and focusing, in Phase 2, on up to three smaller sub-watersheds. A good size watershed for Phase 1 is generally about fifty square miles. In a watershed area of that size, some solutions are feasible but others are not. For example, conducting educational programs aimed at a certain user group or to promote local ordinances or comprehensive planning works at the larger scale. When determining pollutant sources, implementing on-the-ground BMPs and measuring results, a smaller sub-watershed, about ten square miles, is more realistic. Phase 2 work is generally conducted in up to three of these sub-watersheds. Refer to Figure 1.1.

A watershed plan includes recommendations for implementation of practices that will improve and protect waterbodies. These practices are termed **best management practices (BMPs)**. Some BMPs are applicable at the county level, such as county ordinances. Some are neighborhood-specific, such as septic system upgrades.

Phases 1 and 2 are described more in Chapter 3.

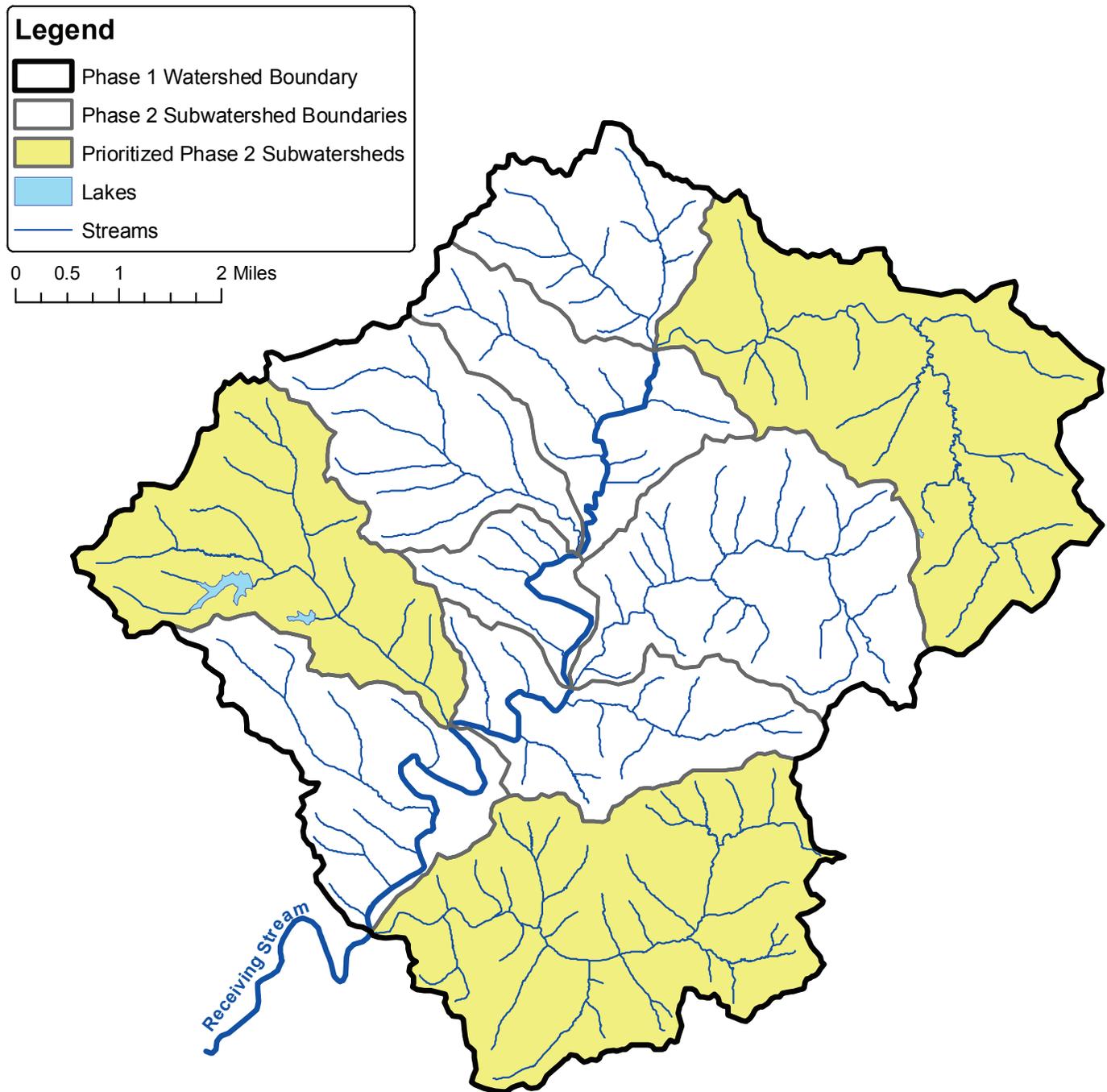


Figure 1.1 - Phase 1 and Phase 2 Watershed Scale

A watershed of about fifty square miles, as recommended for Phase 1, relates to a **Hydrologic Unit Code (HUC)** identified as a HUC 11, HUC 12, or a group of HUC 14s. See Watershed Basics for an explanation of HUCs.

A sub-watershed of about ten square miles, as recommended for Phase 2, may be parts of HUC 12s, HUC 14s, or multiple smaller delineated watersheds.

1.2.2 Regulatory Status

Your plan is more likely to achieve recognition for nonpoint source management grants if at least some of the stream segments have already been assessed by KDOW, and found to be **impaired** or designated as a **Special Use Water** according to state and federal standards. See Watershed Basics and Section 2.2.5 for an explanation of status and information. Impairment status can be found from the Watershed Viewer .

1.2.3 Public Interest

While current public interest should not determine whether you undertake watershed planning, there may be factors that you can consider when selecting the scale of your watershed project. Is there already widespread concern about flooding in one area? Is one stream so controversial that a reasonable planning effort might be overwhelmed by discord? Is there a healthy stream you want to include, to help protect it?

1.3 Enlisting Support and Help

Anyone can begin assembling a watershed planning team. Initiators need open minds, interest in learning, and willingness to contact a diverse team of potential members.

To help think broadly about putting together a watershed planning team, it is useful to think in terms of partners, stakeholders, and concerned citizens. Although these categories overlap, each should be specifically considered. In addition, your planning team will need to consider its relationship with the general public.

1.3.1 Partners

Partners are those who share your concerns, for whatever reason, and commit to helping with the plan over the long term. They frequently provide resources and/or expertise. You need a few at the outset and will find more as planning proceeds, as you learn more about your watershed and the health of your waterway. Partners include stakeholders and concerned citizens that have decided to participate in planning. These groups are addressed in following sections.



Be creative when thinking about potential partners, who may range from state government agencies to small local organizations or corporations. Partners will be motivated for diverse reasons: they may use the waterway, love the stream for its spiritual value or natural interest, worry about complying with existing or new regulatory requirements, be concerned about economic development, and/or have a job or political office with water-related responsibilities. Thus, your partners might be as diverse as a day-camp, the Chamber of Commerce, the Conservation District, a local industry, a local church, a citizen stream volunteer, the sewer authority, a college or university, and a city magistrate.

KDOW's Nonpoint Source and Basin Team Coordination Section can be a very helpful partner. This section provides information and leadership for watershed planning. Section members can tell you about previous or related efforts in your watershed. They

can link you to people and agencies who share your interest and tell you if any of the waterways with which you are concerned fail to meet any water quality standard. Staff can direct you to extra resources. Some basins have a Basin Coordinator who may be able to provide individual attention to your planning team. This section also sponsors the Kentucky Watershed Leadership Academy. The Nonpoint Source and Basin Team Coordination Section can be reached at 502-564-3410 or ntsc@ky.gov.

Many organizations are already involved in watershed planning and protection, either locally or statewide. It's usually a good idea to contact them, because even if they don't directly join your effort, they may lead you to other partners or provide specific assistance later in the process.

- The Natural Resources Conservation Service, a federal agency, helps farmers and other land managers preserve water and soil resources. NRCS staff members have extensive relationships in their communities and have many technical skills you will need. Find your local service center at www.nrcs.gov.
- Local Conservation Districts and local offices of the Kentucky Division of Conservation help farmers maximize production while minimizing environmental impacts www.kdowater.com.
- The University Cooperative Extension Service, which has offices throughout Kentucky, has been involved in a variety of related functions www.uky.edu.
- Kentucky's Area Development Districts have a variety of planning responsibilities for the counties in their districts including drinking water, wastewater, and transportation. Their staff members may also have extensive community relationships and skills as planners. Many ADDs also have staff that is trained in using GIS and grant writing www.kyadd.com.
- The US Environmental Protection Agency (EPA) promotes and funds watershed planning (generally through the Kentucky Division of Water) and has published a comprehensive watershed planning guide. EPA sometimes partners on watershed planning for high priority watersheds and watershed plans funded with 319 funds www.epa.gov.
- Parks, forests, or preserves have long-range plans for the protection of their natural resources, including rivers and streams within their boundaries.
- The non-profit Kentucky Waterways Alliance works to protect and restore Kentucky's waterways. One of its key goals is to foster local watershed groups. They can provide technical and other assistance and training www.kwa.org.

1.3.2 Stakeholders

Stakeholders are people and organizations with a stake in the outcome of the plan. They are representatives of any group that will be expected to change something, gain something, or lose something when you implement your watershed plan. Stakeholders may make and implement decisions in the watershed, be affected by the decisions made, or have the ability to assist or impede implementation of the decisions. Your planning team formation



Each website icon refers to a site on that gateway website. In the electronic version of the document, these icons refer to direct links in a list on the gateway website. This gateway website address is <http://water.ky.gov/watershed/Pages/WatershedPlanningGuidebook.aspx>

process should be designed to elicit the participation of a variety of stakeholders, often developing stakeholders into partners.

Which stakeholders you invite depends a lot on the reasons your waterway is impaired. Some stakeholders will be part of the problem; some will be part of the solution; some will have a connection to the stream because of their organization's regulatory, financial, economic, or political responsibilities. In any case, you will need each stakeholder group to understand the project, and you will need their support to be successful.

Stakeholders are important! The watershed planning process can derail in a hurry if key stakeholders are not engaged.

The following entities are already involved in waterway use and/or protection. If your plan is likely to involve or impact them, consider how to engage them. Might they be good partners? Could they direct you to other partners? Can they provide assistance or support down the road? If you suspect your plan will impact their operations, it's generally best to let them know sooner rather than later, to engage them during the fact-finding phases of planning. Expensive surprises are usually unwelcome!

- Drinking water utilities that draw from surface water sources are involved in Source Water Protection plans that are similar to watershed plans. Groundwater-dependent water systems have Wellhead Protection plans that are also similar, but usually cover smaller areas.
- Wastewater treatment facilities must plan for future needs, including expansion of their service areas, and collect water quality information about the receiving stream.
- Local governments plan the development of their jurisdictions and make decisions about land use. Look for political jurisdictions on the Watershed Viewer .

Ideally, your invitations will balance stakeholder interests, and your process will help everyone feel they are welcome, valued and contributing their share to a balanced and equitable plan that will achieve practical, positive goals for your community.

Be sure to consider stakeholders who might perceive they will be impacted, regardless of whether you think there will be real impacts to them or not.

It is also important to reach out to stakeholders who may be skeptical of or defensive about watershed planning. This can be a difficult task, but sometimes just offering someone a chance to voice their opinion in the process is enough to bring them to the table, where they will have an opportunity to become a partner. It is important to involve these parties early in the planning process so they are fully on board when the time comes to implement the plan.

1.3.3 Concerned Citizens

Concerned citizens include people who have specific or general concerns about your watershed, individuals who might be willing to lend a hand to the watershed planning and implementation effort. They, too, are crucial to the plan's success.

The EPA has more guidance information on reaching out to stakeholders, keeping the planning team motivated, resolving conflict, and making decisions using consensus. Download “Getting In Step: Engaging and Involving Stakeholders in Your Watershed” from [www.epa.gov/epawatershed/engaging-stakeholders](#).

You’ll need a lot of different aptitudes and skills to keep the planning team alive and get the work done, and your citizens and advocates can help. You’ll need local perspective. Your plan will be considerably better if your team is familiar with the watershed, including issues of concern but also with politics, history, business, and more.

Anyone can be an asset to your planning team. An elderly farmer might provide the key fact in analysis when he remembers the location of an industrial site, now indistinguishable from the surrounding landscape. A local activist may know of foundation grants that could help with implementation. A secretary at a local business may know how to set up computer files to help track the information you gather. A stay-at-home mom may be able to manage communications among team members. A developer may know or find ways of preventing negative impacts of construction.

It’s important to include people who care specifically about the stream’s health. If possible, your team should include several individuals who are concerned first and foremost for the stream, because they will help maintain focus on the stream’s future, they might inspire others, and they can give each other moral support.

Citizen advocates for streams often belong to Kentucky Waterways Alliance or another environmental advocacy organization:

- Kentucky Waterways Alliance [www.kwa.org](#)
- Sierra Club Cumberland Chapter
- Kentuckians for the Commonwealth
- Kentucky Resources Council
- Northern KY Water Sentinels
- Western KY Water Sentinels

It’s also helpful to engage several citizens who have some knowledge of stream science. You may find knowledgeable individuals who are willing to volunteer outside of their job, e.g. academics or government employees. Kentucky also has thousands of citizens who are not scientists but have received stream science training through one of two statewide water monitoring programs that train citizens in stream science and monitoring: Water Watch, a program of the Kentucky Division of Water; and Watershed Watch in Kentucky, a nongovernmental program.

Kentucky Water Watch
Watershed Watch in Kentucky

1.3.4 The General Public

It’s never too early to think about how your planning team can engage the public. Many implementation activities require public support. At this early stage, it is often useful to hold a **Watershed Roundtable**, a publicly-announced event to both educate and engage the general public. A Roundtable, if properly planned and advertised, can be a good way to raise public

awareness, find partners and stakeholders, identify issues of concern and potential opportunities, and begin building a mailing list.

Open the Roundtable by sharing what you know so far about the watershed, and identify the water quality issues that your plan will cover. If your scope is broad and your audience large, you might offer some “break-out” sessions that focus on particular problems or sub-watersheds. Every Roundtable should include a time for participants to meet in smaller groups that provide information and feedback that will help your planning team refine each step of planning.

1.4 Starting Your Planning Team

One of the main keys to a strong and effective watershed plan is a diverse, engaged planning team. This section should help your team lay a strong foundation.

1.4.1 Contacting Potential Members

Don’t be shy about contacting potential members. Remember, every note or phone call is helpful to increasing awareness and growing support, whether or not it yields you a team member or partner.

The purpose of contacting potential partners, stakeholders, or citizens is to elicit their willingness to come to an organizational meeting and get a feeling for the depth of their support.

Be prepared to clarify your goal of creating and implementing a watershed plan to improve and protect waterways. Let them know that the team intends to examine data and information, and creatively explore options. Clarify the reason(s) you have approached him or her: does he represent a specific audience in your watershed? Is she knowledgeable about practices of specific land users? Does he have influence in the community? Clarify also what you expect of planning team members; for example, attending most meetings and keeping an open mind.

Here’s a **sample introduction** to a watershed project:

“We would like to design a watershed plan, a plan for improving and protecting the waterways in our areas. We intend for the planning process to include:

- A comprehensive, open-minded appraisal of our waterway and the watershed that influences it
- Determination of the significant issues and the sub-watersheds that merit and would benefit from the most attention
- Identifying measures to improve or protect those locations
- Making a clear plan to proceed
- Implementing a plan that will improve and/or protect our waterway”

1.4.2 Initial Meetings

Once you have a handful of interested parties, hold an informal meeting to talk about your mission, your vision, and the steps required for watershed planning. Save your work and post it at future meetings.

For your first planning meeting, notify invitees three weeks in advance. A draft invitation, which can be sent to potential partners and stakeholders and shared with the press, can be found in Appendix C.

In-person, telephone or e-mail contact can be used to convey “welcome” to a stakeholder. If you haven’t heard from someone you’ve invited, send them a message or give them a call.

Almost always, there’s work already underway by one or more stakeholders to improve watershed conditions. Highlight these efforts by asking them for presentations early in your process. This assures that your effort will have a solid foundation, provides a basis for integrating their efforts with the efforts of others, and acknowledges their importance to the team. Many grants, including those



from the 319 program, require groups to contribute some resources or volunteer activities, called **match**, and efforts already underway in the watershed may fulfill part of the match requirement – or even fulfill the entire match.

After your planning team has an idea of watershed planning, you may want to ask each member to post each of their concerns where everyone can see them. If you use Post-It notes, members of the team can reassemble the notes so that groups of concerns begin to emerge. That process acknowledges everyone’s contribution and gets everyone thinking about one another’s. This exercise gives your team a good idea of specific issues to explore and specific goals that are likely to emerge.

1.4.3 Effective Group Collaborations

Working in collaborative groups requires certain key functions. Good communication and productivity are what keep people encouraged, engaged, and less likely to find themselves in conflict.

There are some things the planning team should do, *together*, at one of the first meetings – and no later than the third meeting: establish meeting logistics, team ground rules, and decision- making methods.

First, the team should establish where, when, and how often they will meet. Rotating meetings among partners’ offices is a good way to acquaint members of the planning team with one another, but holding meetings in a consistent location makes it easy for people to find and remember.

A second task to do at the beginning is to decide together on some behavioral and decision making ground rules. Typical behavioral rules might include:

- Starting and stopping meetings on time
- Speaking one at a time, without interrupting one another
- Assuring that everyone is heard

A third task, one of the most important, is deciding how the team will make decisions and resolve conflicts. Who will be included in decisions: official members only? If so, what makes a person an official member? Will anyone present be allowed to participate in decision making? If so, what if a crowd shows up that has not participated in earlier discussions, and has not heard information presented at other meetings? The rule can be as elaborate or simple as the team wants it to be, but groups that have failed to make a documented agreement as to how to proceed have become hopelessly entangled in conflict.

It is crucial to remember that tasks are rarely completed unless someone is assigned or volunteers to do so. From the very beginning, your planning team will be more successful if you identify who will take responsibility for each of these functions:

- Create and share clear agendas, preferably available in advance
- Make timely announcements of meetings
- Plan for and conduct meetings
- Make complete, readable, and available records of meetings
- Use past meeting records to keep track of unfinished business and ideas and information
- Start to "*Write It Down*," begin keeping records. In addition to record-keeping, it's advisable to begin drafting plan sections – soon.

Sometimes, one experienced or organized person ends up taking care of many of the functions described above. However, in the long run, it is very important that different people take on responsibilities. This shares the burden, makes the planning team more dynamic and open, and helps avoid burn-out.

Many excellent handbooks and guides are available to assist groups in developing into successful partnerships. A listing is provided in Appendix D.

1.4.4 Specialized Roles and Skills

Your planning team will need to collect, consider, analyze, organize, and communicate a large amount of information. The team may have to work through problems that are difficult to discuss, due to their complexity or controversial nature. If you are unable to find partners or members who have the skills to lead you through these tasks, you may require assistance from a consultant or non-profit organization.

Ask your partners for assistance in fulfilling or funding contracts to fulfill the roles described below.

- **Watershed Project Coordinator**- serves many functions and assists the team members in carrying out their responsibilities. A competent watershed project coordinator is a key to success. He or she is usually either provided by a partner organization or paid through grant or other funding mechanisms. Frequently, a watershed coordinator has little decision-making authority, but this is determined by the team as a whole. If your coordinator isn't local, you will still want leadership from a local person.

- **Facilitator**- specializes in helping groups solve problems and maintain cohesiveness. It is helpful to find a facilitator with some experience in watershed or water resources.
- **Technical Consultant**- has expertise in managing information and filling data gaps. Increasingly, environmental consulting firms are developing a capability to provide extensive technical support to watershed planning.
- **Project Manager**- will be necessary if you secure funding, because funding usually requires tracking and reporting paperwork.

The following Kentucky organizations have staff trained as **watershed planning facilitators** who may be available for advice or continuing support:

- Soil and Water Conservation Districts
- Natural Resources Conservation Service
- UK Cooperative Extension Offices
- Kentucky Waterways Alliance
- Sierra Club Water Sentinels
- Environmental consulting firms

Sometimes setting up a watershed planning team is complicated by the fact that there are already contentious issues or even conflicts

If you **contract for services**, be sure the contract is in writing and specific in products. Consider a limited contract, initially, so that you can refine it when the group has a better understanding of what is involved. Ask for advice from other groups or partners who have completed plans.

Groups that contract for services still need to remain involved, to manage the planning process and ensure they receive the products for which they pay.

around the waterways. In that case, there are a couple of things to recommend. One is to have a social event, probably before the watershed planning team actually begins meeting. Have a barbeque! Have a stream float! If a small tributary isn't suspected or proven to have excessive pathogens or pollutants in it, get kids and adults in the stream to play, to learn how to measure pH and other attributes, or to look for bugs. Watershed Watch groups can help with the latter activities. The important thing, however, is to get the team together in a humanizing, non-confrontational situation. Step back; be social!

Once your team has started meeting, consider setting up subcommittees to complete certain tasks, and especially if your team has more than ten or twelve active members. It can also be very useful for the team to elect several people onto an "executive committee" of officers. An executive committee, which can make decisions between meetings, can increase progress and allow the larger team to focus on more challenging and far-reaching discussion items.

1.5 Kentucky's Watershed Management Initiative

KDOW has been pursuing watershed management as a method to improve the health of Kentucky's waterways since 1997. The US EPA has required, encouraged and funded the effort.

The Division of Water began its own collaborative project, entitled the Watershed Management Framework, by securing partnerships with state and federal agencies and nonprofit organizations that have a stake in clean water.

Kentucky has twelve major river systems; all but one drain to the Ohio River. In addition to the major rivers, there are a number of minor streams that drain to the Ohio or Mississippi

A description of the Kentucky Watershed Management Framework:
A listing of Basin Coordinators:

River but are not part of a major river system. For watershed program purposes, these tributaries are grouped with one major river system or another and connected to one of the twelve basins which are shown on a map in the Watershed Basics section.

Basins are useful for state-level program management, but too large and diverse areas for effective watershed planning.

Each basin has a **Basin Team**. These groups, which strive for diverse membership, develop basin-level strategies and prioritize watersheds for collaborative action.

Basin Coordinators work with the Kentucky Division of Water to provide support to the Basin Teams. Basin Coordinators are aware of previous or related planning in your watershed, can access the resources of the members of the Basin Team, and will link you with KDOW programs.

These agencies and organizations participate in the Kentucky Watershed Management Framework:

State agencies:

- Department of Agriculture
- Department for Health Services
- Department of Fish and Wildlife Resources
- Nature Preserves Commission
- Department for Environmental Protection
- Division of Conservation
- Division of Forestry
- Kentucky River Authority
- Kentucky Geological Survey
- UK Kentucky Water Resources Research Institute
- UK Cooperative Extension Service
- Department for Local Government
- Department for Natural Resources
- Division of Water

Federal agencies:

- Environmental Protection Agency (EPA)
- Army Corps of Engineers
- US Geological Survey (USGS)
- Natural Resources Conservation Service (NRCS)
- US Fish and Wildlife Service
- Ohio River Valley Water Sanitation Commission (ORSANCO)
- US Forest Service (USFS)
- Office of Surface Mining
- PRIDE

Organizations:

- Kentucky Resources Council
- Sierra Club
- Kentucky Waterways Alliance
- Area Development District Council
- Kentucky Association of Counties
- Kentucky Chamber of Commerce
- Kentucky League of Cities
- Farm Bureau Federation
- Kentucky Rural Water Association
- Kentucky Water and Wastewater Operators Association
- The Nature Conservancy
- Natural Heritage Trust Fund Board
- Colleges and Universities

1.6 Group Vitality

Watershed planning is a sustained process that asks planning team members to learn complicated science and to think geographically. It's challenging, and it's long-term!

Be respectful! Recognize contributions from each individual, no matter how small. Team members need a sense of the importance of each member's contributions. Be proud! Celebrate the group's accomplishments.

Unfortunately, things can go wrong. As your team develops, keep an eye out for nonproductive or even divisive behaviors or group habits. The following is a "lessons learned" list from watershed planners across the country, a list of characteristics that have complicated or even sabotaged watershed planning groups.

- *Unresolved conflict*—Key group members are unwilling to work at resolving conflict; opposing groups with historical conflicts refuse to talk or associate in your process.
- *Lack of clear purpose*—Problems are not clearly defined or are not felt to be important.
- *Vague goals*—Goals or time frames are either unrealistic or poorly defined.
- *Incomplete group*—Key interests or decision-makers are not represented or refuse to participate.
- *Unequal partnership*—Some interests have a disproportionate amount of power, or not all partners stand to benefit, or some members are not being given credit for their contributions.
- *Lack of commitment*—Financial and time requirements outweigh potential benefits to crucial members, or they are not comfortable with the level of commitment required.
- *Basic value conflict*—One or more crucial members have irreconcilable differences with the planning process or its goals, and there is no room for negotiation.

It's not too early to begin drafting your plan! It's best to draft these sections now, because:

- Reviewing chapter drafts can engage workgroup members, affirm their commitment
- It's better to write sections while the work is fresh on your mind
- Procrastinating will only make for a lot of work later on.

Whoever is responsible for planning and conducting meetings should collaborate to encourage participation from each member of the team. You can get facilitation advice from the organizations listed in Section 1.4.4.

- Give people specific things to do, and support their effort with technical assistance and resources as needed. The planning team needs to set clear deadlines and identify who is responsible for tasks.
- Find common ground so that no one feels alienated. One way is to appeal to people's sense of stewardship. Show how the problems in the watershed affect residents—in economic and social terms as well as environmental.



Active Options

Do hands-on projects to give members a sense of ownership and involve your group's members directly and personally with the waterway. Ideas for hands-on projects include:

- Tree planting event
- Trash pickups
- Stream bank plantings
- Site visits
- Stream walks
- Monitoring events
- Canoe trips
- Driving tours.
- Explore the KY Watershed Leadership Academy program .



Write It Down

Each section of this Guidebook includes a Write It Down section. This section makes recommendations for drafting your watershed plan document as well as for record-keeping. Planning funded with 319 funds requires all of this documentation.

Of course, these chapters will be revised later. For example, you'll probably add partners. Still, you'll be glad, later, that you began your draft right away. You will also need to update the plan, including changes in team membership and in verb tense. Your completed plan should accurately reflect work completed and work remaining.

Part I of your watershed plan introduces your audience to the project and clarifies the decisions you've made and the individuals, groups and organizations working with you.

Chapter 1: Introduction

The Watershed

Identify the waterway and watershed to which this plan pertains.

Explain briefly why this area was chosen.

Provide a summary or details of local concerns about the waterway.

Partners and stakeholders

List the partners and stakeholders who are involved in your planning process.

Identify their organizations, if any, and roles. This list will grow as your process proceeds, so be sure to update it regularly. Provide a contact person and contact information.

NOTE: Your planning team should never overstate the commitment of a partner or stakeholder, nor publish a list including a stakeholder without approval of the listing by the stakeholder. However, it may be appropriate to list partners that your team hopes to work with or you have contacted, clearly indicating their prospective status.

Other Records

Keep records of the contacts you made while looking for partners and workgroup members, including their contact information, the date(s) of contact, and their responses. Make a note of those who you may want to engage or query further into the planning process.

Keep minutes of all your workgroup meetings.