Teaming up for Success

Wild Rivers Coast
January 2014
AGENDA am

– Working together to get things done
– Building a Team, Structure & keeping it going
– OTC Matching Grant
– VISION Draft Review, Niche Markets
– Action Teams Sign up during lunch
AGENDA pm

Action Team Planning:

• Action Team Description
• Action Team Strategies
• Action Team Planning Step by Step
• Action Team Budget & Fundraising
• Coordinating Action Team Work
INTRODUCTIONS

• Name
• Organization
• Why you are here today
• What is your Favorite way to raise money

....
A to Z

Complete A …to Z
(10 minutes)

Using objects you have ON YOU (backpack, purses OK) at your table.

First group to finish shout!
TEAM

A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable.
COLLABORATION

“A mutually beneficial and well structured group of individuals with a common purpose working to attain results they are more likely to achieve together, than alone.”
TEAM = COLLABORATIVE EFFORT

A TEAM is the dynamic expression of a collaborative effort
COLLABORATIVE CONTINUUM

- Collaboration
- Partnership
- Cooperation
- Coordination
- Networking
What are some benefits and challenges we encounter when working in a collaboration? Why collaborate ..... And when?
Is Your Team Out of Balance?
Out of Balance

- Too Much Focus on the Project

- Too Much Focus on the Team
LOCAL SUCCESSES
(Activity)

1. List the **Top 3 successful Local Collaborations** in your community and what made them successful.
2. Report back to the group.

**List of Collaborations**

1. 
2. 
3. 

**Reasons for their success**

1. 
2. 
3. 
1. 2 columns listing examples of **Challenges** in your community and Better Ways to handle such challenges.

2. Report top 3 back to large group.

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>BETTER WAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td>3.</td>
</tr>
</tbody>
</table>
8 Myths About Collaboration

1. Collaboration is always good.
2. We should all start collaborating...NOW!
3. Collaboration saves money.
4. The parties in a collaboration must have equal power.
5. The main reason to collaborate is because funders like to fund collaborations.
6. Collaborations must have written agreements.
7. A written agreement is a guarantee against any problem.
8. If you try hard enough, you can make any collaboration work.
8 Myths About Marriage

1. *Marriage* is always good.
2. We should all get married ….
4. The parties in a *Marriage* shall have equal power.
5. The main reason to *Marry* is because we get to *keep the gifts*.
6. *Married people* shall have written agreements.
7. In a *Marriage* a *written agreement is a guarantee* against any/all problems.
8. If you try hard enough, you can make any *Marriage* work…. 
Collaboration Barriers

**Time:** it takes a long time to develop a collaboration

**Turf:** perceived or real threats (imbalance of benefits received)

**Trust:** prior or current relationships (lack of understanding)

**Trusses:** lack of structure (correct members, self-interest, roles, decision making, communication, …)

**Transition:** must have a plan (to ensure continuity & sustainability)
MAKE it or BRAKE it
(Collaboration Challenges)

• **Ideology**: often leaves little room for the flexibility needed

• **Leadership**: if no one has enough power to bring or keep the group together …. It may fail.

• **Power**: we must equally value different powers

• **History**: historical disagreements make things hard

• **Tokenism**: funders require teamwork, thus we get together ….
FOUR RULES FOR SUCCESSFUL COLLABORATION – Rule 1

1. The **scope** of the collaborative project is clearly defined.
2. Each partner knows how the collaboration will advance the *interests* of his/her organization or business.
FOUR RULES FOR EFFECTIVE COLLABORATION – Rule 3

3. **Role and responsibilities** have been defined; mechanisms for communication and joint accountability are in place.
4. The relationship works: there is **structure, trust and respect** among the key players to support the level of risk and interdependence involved in the project.
SUM is BIGGER than the PARTS

The bigger picture drives the Collaborative TEAM’s actions. Team members exist to serve the bigger picture.
Decision making is a deliberate (mental) processes leading to the selection of one course of action (opinion) chosen among several alternatives.
TYPES OF DECISIONS

- Unilateral
- Democratic
- Consensus
A Decision-Making Protocol is a key element of group collaboration.

Always agree how to decide and what criteria will be used... Before you start.
$10,000 available of a Matching Grant offered by Travel Oregon to your community to develop 1-3 Tourism Project(s).

“For projects that contribute to the development and improvement of local economies and communities throughout the state by means of the enhancement, expansion and promotion of the visitor industry.”
$10,000 available of a Matching Grant offered by Travel Oregon to your community to develop one (and possibly more than one) Tourism Project. The Criteria are:

- Submitted by (date)
- Support priorities of RTS
- Viability (financial, time, applicant’s ability)
- Potential for Economic Impact
BREAK
... finally at sea
ABANDON SHIP!!
ABANDON SHIP!!

If you could bring with you just one thing, what would it be?

What if you could get 2, 3, 4 .... things?

Prioritize your list of 14 objects

First [ 3 min.] on your own read Individual Instructions

Then [7 min] Group Instructions with your group
MAKING GROUP DECISIONS

• What helped make a decision?
• What got in the way?
• Was there much conflict?
• Did you reach consensus? If not?
• Could you apply something from today to those groups in the future?
• What would you do differently?
According the Navy SEALS

1. Shaving mirror
2. Two-gallon can of oil-gas mixture
3. Five-gallon can of water
4. One case of U.S. Army MREs
5. Twenty square feet of opaque plastic
6. Two boxes of chocolate bars
7. Fishing kit
8. Fifteen feet of nylon rope
9. …. 
TIME Magazine Cover in 2032
TIME Magazine Cover in 2032

The NEW Lewis & Clark
rediscover Oregon's South Coast

GET LOST
and Found...
on the wild Rivers Coast of Southern Oregon
TIME Magazine Cover in 2032

Southern Oregon's Plan for Sustainability

It's Working...
- Fishery Industry at full tilt with sustainable practices
- Energy transition: Brock oil's stronghold on Oregon
- Buy local, eat local, stay local

In Southern Oregon

TIME

Into the Dark

How... Southern Oregon Coast retains its wild beauty and historic farms
TIME Magazine Cover in 2032

Left:
THE MIRACULOUS SALMON RECOVERY ON OREGON’S WILD RIVERS COAST

Right:
S. COAST OREGON VOTED MOST LIKELY TO SURVIVE COLLAPSE
TIME Magazine Cover in 2032

1. New Wildflower discovered on the "Wild Coast" of Southern Oregon. Meet the No Hurry Lily.

2. Having it All Wild Rivers Coast
TIME Magazine Cover in 2032

"OFF THE BEATEN PATH"
DISCOVER OREGON'S
WILD & UNTAMED
COASTLINE

- BEEF, EGGS, FRUITS
- SURF, SIGHTSEEING, SALMON
- CHOCOLATE, CHEESE & CHOWDER
- WHALES, WEAVERS, WILDERNESS
- ART, ANIMALS & ARTIFACTS

PARADISE FOUND,
LIVING WITH "BLUE GROO"
AND SUSTAINABILITY ON
THE OREGON COAST
TIME Magazine Cover in 2032

"Balancing for Success"
How the South Coast reshaped their future. 9.8

THE MIRACULOUS SALMON RECOVERY ON OREGON'S WILD RIVERS COAST
TIME Magazine Cover in 2032

- Preserving the Wild
- Beams, Bikes & Brews
- Harness the Wind
- Last of the Wildfrontiers
- Lavers: Boom Hits the Southern Oregon Coast

"Gem of the Gem"
TIME Magazine Cover in 2032

- TIME
- Oregon's South Coast
- 'Wild As You Want it?'
- Stands Still
From the Overall Vision:

• What is taking place on the ground?

• What are the headline news in the Wild Rivers Coast?

• What are the tangible outcomes?
1. Community Tourism Visioning & Planning, October 8-9, 2013
2. Culinary, Agri & Bicycle Tourism, November 5-6
3. Nature-Based Outdoor Recreation Development, December 3-4
5. Teaming for Success & Kick-Off
6. Annual RTS Gathering, April 25th, 2014
ACTION TEAMS Group Discussion

How many ATs do we need?
How do we organize them.
Steering committee to present AT structure & Strategies
ACTION TEAMS Group Discussion

Proposed by Umbrella Steering Committee

- Regional Marketing
- Tour Education
- Outdoor Recreation (Bike, Eco, Trails...)
- Agri – Culinary
- Off-Season Activities
ACTION TEAMS Strategies

Overarching Tourism Development Priorities
1. Solidify a regional leadership structure for tourism development and communication
2. Develop & execute a regional marketing strategy
3. Conduct local trainings to increase local knowledge of tourism industry & experiences (what there is to see and do in the area)
4. Ramp up local communication to foster tourism development (improve local communication systems)
5. Develop infrastructure for recreational use of trails
6. Develop off-season opportunities – events or otherwise

Agritourism & Culinary Tourism Strategies
1. Identify regional agritourism facilities and farms
2. Set up a “Suds and Spirit Tour”
3. Create places to buy local food / coordinate food distributors
4. Create a “Go Local” brand
5. Create agritourism/culinary tourism trip itineraries
6. Create a seasonal calendar of food and agritourism opportunities
7. Create a system to identify and resolve conflicting events
8. Feature local farms through movable feasts
ACTION TEAMS Strategies

Bicycle Tourism Strategies

1. Create welcoming communities by implementing the Bike Friendly Business program (30)
2. Create a local advocacy group (17)
3. Create Fat Tire Beach, Bikes and Brews Event (15)
4. Bike repair stations (w/ kiosks, at gas stations, attached to bike shops) (15)
5. Get our cycling info on existing websites now (15)
6. Create Wild Rivers Ride Event – multiday (12)
7. Gather ride/route information together from locals with bike knowledge (12)
8. Develop wayfinding signage for roads and trails (8)

Nature-Based Outdoor Recreation Strategies

1. Develop a business incubator (25)
2. Create a regional hiking map or series of maps that show trails and recreation opportunities across the various land use types, involve all land management agencies (23)
3. Provide coordination to create synergy between on-going regional and local events (19)
4. Create and distribute a local birding guide/information and distribute the Oregon Coast Birding Guide (19)
5. Develop a regional water trails guide (or guides) (18)
6. Create a shuttle or taxi service to serve outdoor recreation pursuits (12)
7. Improve signage at trailheads (11)
During lunch – self-select one ACTION TEAM you would like to participate in.
We are now going to operate under the assumption that, from this point forth, **ACTION TEAMS** (and not individuals) are going to be the unit of Wild Rivers Coast.
Example Action Team Structure

Tourism Steering committee

Action Team

Action Team

......
ACTION TEAMS: Criteria

- **Doable & Enduring** Project in 1-2 years

- **Champion(s)** – exist willing to collaborate to see its completion

- **Needed and necessary** to fulfill the VISION
ACTION TEAMS: Wild Rivers Coast

- Regional Tourism Marketing
- Nature-based Outdoor Recreation
- Bicycle Tourism
- Local Tourism Education & Awareness
- Off-Season Event Development
Vision, Goals, Projects, & Strategies

- **Vision**: Linked by the Highway 101 and the shared Wild Rivers coastline, the region has crafted a unique lifestyle...
- **Goal**: is a specific, but big-picture objective we want to achieve in the future [what]
- **Project**: a planned piece of work that has a specific purpose projects contribute to the completion of our goals and fulfillment of our vision. [why]
- **Strategy**: a plan to action or method for achieving a goal [how]
- **Action Steps**: the exact details of your action plan (how what, how much, how who, how when, how long …)
1. Team Name: ____________________________________________

2. Team Goal(s): __________________________________________

3. Assets: ________________________________________________

4. Weaknesses: ____________________________________________

   1. Recruit for skills and knowledge

5. Scope of work (what is your Team responsible for): ______
6. Communication: ________________________________

7. Decision Protocols: how your Action Team will make team decisions? ________________________________
   • (e.g., consensus majority vote, in meetings only, people not present must abide by decisions, proxy votes, etc.)
   • Team Decisions
   • Group Decisions

8. Group Meetings (how often will you meet) ____________
   • Action Teams
   • Whole Group (or Steering Committee)

9. Interdependencies: ________________________________
10. **Strategy:**
   1. ____________________________________________
   2. ____________________________________________
   3. ____________________________________________

11. **Action Steps:**
   A. __________________ by ______________________
   B. __________________ by ______________________
   C. __________________ by ______________________

12. **Milestones** (1, 2, 3, marking project progress)

13. **Action Team Members** ________ **Roles** ________
BREAK
FUNDRAISING for your Team Project

Using Worksheets 1 -4 with your Action Teams

Discuss and record:

1) Choose one fundraising project (repeat for more than one)
2) Discuss Costs & Create Expense Budget
3) Create Income Budget and Income Strategies
4) Create Action Plan for each strategy

NOTE – please return copy to your Trainer
Step 1. Choose Project

In your **Action Team**:

- Define your top priority project(s) (if you have more than one)
- Brainstorm a list of your Action Team assets using Worksheet 1
Selected Projects should be:

- practical
- beneficial
- doable
- almost shovel ready (achievable in the next year Short Term or Medium Term 2-5 years)
- able to generate community “buy in”
- consider connectivity
- ........
Step 2: Discuss Costs

On a Flip Chart, brainstorm all the costs associated with your project [use Worksheet 2 (bottom half) to create an expense budget]:

- Construction?
- Marketing?
- Printing?
- Raw Materials?
- Permits?
## Steps 2: Create Expense Budget

Create an expense budget

<table>
<thead>
<tr>
<th>Grants</th>
<th>$5,000</th>
<th>$5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsors</td>
<td>$1,100</td>
<td>$1,100</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>In-Kind Labor</td>
<td>$3,500</td>
<td>$3,500</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$7,000</strong></td>
<td><strong>$4,600</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Cash</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree Planting</td>
<td>$1,500</td>
<td>$1,200</td>
<td>$2,700</td>
</tr>
<tr>
<td>Fencing</td>
<td>$2,500</td>
<td>$2,800</td>
<td>$5,300</td>
</tr>
<tr>
<td>Brick Wall</td>
<td>$3,000</td>
<td>$600</td>
<td>$3,600</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$7,000</strong></td>
<td><strong>$4,600</strong></td>
<td><strong>$11,600</strong></td>
</tr>
</tbody>
</table>
Step 3: FUNDRAISING STRATEGIES

1. **Brainstorm** a list of fundraising strategies / income sources
   - Hint: look back at your assets!!!
   - Don’t forget about TO Matching Grant!
   - In-Kind and Cash

2. **Rank Strategies:** Screen and prioritize top 5 strategies. Determine which strategies best match budget your project needs. **Worksheet 3.**

3. Create an Income Budget Use top Half of Worksheet 2.
## Step 3: Income BUDGET

<table>
<thead>
<tr>
<th>Income</th>
<th>Cash</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$5,000</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Sponsors</td>
<td></td>
<td>$1,100</td>
<td>$1,100</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$2,000</td>
<td></td>
<td>$2,000</td>
</tr>
<tr>
<td>In-Kind Labor</td>
<td></td>
<td>$3,500</td>
<td>$3,500</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$7,000</strong></td>
<td><strong>$4,600</strong></td>
<td><strong>$11,600</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Cash</th>
<th>In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree Planting</td>
<td>$1,500</td>
<td>$1,200</td>
<td>$2,700</td>
</tr>
<tr>
<td>Fencing</td>
<td>$2,500</td>
<td>$2,800</td>
<td>$5,300</td>
</tr>
<tr>
<td>Brick Wall</td>
<td>$3,000</td>
<td>$600</td>
<td>$3,600</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$7,000</strong></td>
<td><strong>$4,600</strong></td>
<td><strong>$11,600</strong></td>
</tr>
</tbody>
</table>
Step 4. ACTION PLAN
(_Action Steps for each Strategy)_

Using Worksheet 4 develop an Action Plan for one (or more) Fundraising Strategy your Action Team has identified. (from Worksheet 3).

1. Select one Strategy from Worksheet 3
2. Identify: Time Frame, Budget, Responsible Party, Collaborators …
3. Repeat for each Strategy (if time allows it)
Thank you and Good Luck!

Dr. Maurizio Valerio
Regional Program Manager
Rural Development Initiatives
541-519-3902
mvalerio@rdiinc.org

...builds leadership networks and rural communities
Community **Tourism Kickoff** event at

Langlois Cheese Factory

5:00pm-7:00pm.