The Alchemy of Collective Impact and Appreciative Inquiry - Activating Community Opportunities
Leahy Center for Lake Champlain, Inc. d/b/a ECHO

1. Statement of Need

Project Summary
The Alchemy of Collective Impact and Appreciative Inquiry (the Project) will develop an adaptable, multi-sector networking model for museums and libraries to engage communities in solving their most pressing challenges. The Leahy Center for Lake Champlain (ECHO) will lead an emerging network of participants through a two-year process that:

- Broadens ECHO's reach into new communities with existing and potential partners by engaging underserved and nontraditional populations, the business community, communities of faith and in-state, regional watershed organizations in creating a culture of clean water.
- Builds on an existing network's current system map and combines community asset mapping, Collective Impact and Appreciative Inquiry approaches to create an effective, multi-sector network.

ECHO is a 36,000 square foot lake aquarium and science center located on the shores of Burlington Vermont's Lake Champlain, serving 150,000 guests annually. Our mission is focused on environmental stewardship and science education.

National Impact
Nationally, museums and libraries have been adjusting priorities and expanding activities in recognition of the interconnectedness of their programs to the diverse community assets, needs, and opportunities they serve.[1] Combining this growing, nationally recognized museum role with the strong New England town meeting culture and tradition, suggests this part of our nation may be an especially rich platform for experimentation and exemplary growth in community-engagement models.

Museums have been analyzing their new roles as community anchors - as place-based civic builders of economies and engagement.[2] To serve as anchors, we need to better understand how we utilize our honest-broker, trusted status in convening community around often challenging topics.[3] Testing of this role is especially important as we broaden our reach to include non-traditional communities. Serving as an anchor also demands new skills as we aim to be useful as a "backbone" organization to emerging community networks, or as a trusted institution as communities map their assets and define community-wide actions.

What does it mean for a museum to spark change through a thoughtful, collaborative, community-driven process?[4] This Project aims to do just that by enhancing the Collective Impact model[5] with the strengths-based perspective of Appreciative Inquiry.[6]

This Project has a strong potential to inform the national discussion about the expanding role of museums in our communities because it:

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[1] Strengthening Networks, Sparking Change: Museums and Libraries as Community Catalysts. Institute of Museum and Library Services. 2016.

[2] Anchor Institutions Task Force. Anchor institutions: An interpretive review essay. New York: Taylor, H. L., & Luter, G. 2013.

[3] 2 Lewis, A, (Ed.). Questioning library neutrality: Essays from progressive librarian. Sacramento, CA: Library Juice Press; Branum, C. 2008.

[4] Shalowitz, M., Isacco, A., Barquin, N., Clark Kauffman, E., Delger, P., Nelson, D., et al. Community-based participatory research: A review of the literature with strategies for community engagement. Journal of Developmental & Behavioral Pediatrics, 30, 350-361. 2009.

[5] Kania, J., & Kramer, M. Collective Impact. Stanford Social Innovation Review. Retrieved March 30, 2017, from http://www.ssir.org 2001.

[6] Cooperrider, D.L. & Whitney, D. "A positive revolution in change". In Cooperrider, D. L.; Sorenson, P.; Whitney, D. & Yeager, T. *Appreciative Inquiry: An Emerging Direction for Organization Development*. Champaign, IL: Stipes. pp. 9–29. 2001.

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- Seeks to adapt and strengthen the Collective Impact model by utilizing the strengths-based convening power of Appreciative Inquiry;
- Builds on ECHO's five years of public engagement, including major summits and an emerging network;
- Focuses on a locally compelling issue (water quality) that is driven by both a lawsuit (resulting in new regulations) and broad community support built on an environmental ethic. Water quality is emerging issue for many communities nationwide;
- Has a high potential of success because it builds on a regional culture that cherishes civil public discourse; and
- Is proposed by an institution and partners that are committed to community work.

Community Need - Key Events and Facts

In Vermont, we face the complex challenge of alarming water quality problems that threaten public health and may cause irreparable harm to the state's economy.[7] Lake Champlain and its tributaries, the crown jewel of our natural resources and recreation economy, suffer from acute, seasonal algae blooms caused by nutrient-rich runoff - resulting in sickened animals, closed beaches and declining property values[8].

As a result of a successful 2008 environmental lawsuit brought against the U.S. Environmental Protection Agency (EPA) and the state of Vermont for not meeting federal water quality standards, Vermont enacted the [Vermont Clean Water Act](#) in 2016. It provides state agencies with important regulatory and enforcement authority and created a Clean Water Fund to support water quality improvement projects. A recent State Treasurer's Report[9] indicated the state must allocate $50 million in new annual resources to improve Vermont's water quality for the next 20 years.

But, these regulations and funding are not enough. Recent research has shown the impacts of climate change will outstrip these regulations and resources.[10] Even if we are successful in improving water quality in some locations, the actions of myriad individual and businesses across the state will overwhelm the investments because the vast majority of Vermonters still do not understand the value of clean water.

Need Identification

Since 2013, ECHO has been engaging our community about water quality issues. Through summits and a network, we are learning valuable lessons in how to facilitate community engagement that causes cultural change. After the 2011 Tropical Storm Irene that decimated valleys throughout the state, in 2013 we convened the first bi-annual Leahy Center Environmental Summit (Summit) that engaged 150 people representing multi-sector community teams from across Vermont. Partnering with the David L. Cooperrider Center for Appreciative Inquiry, we crafted a strengths-based approach to creating community solutions. From this unique approach and gathering, and Summits in 2015 and 2017, we learned about the power of the honest broker to bring regulated entities and regulators together, integrate the work of groups separated by geography, focus or cause, and engage funders around local, high-impact projects. More than anything, we learned addressing water quality issues is a complex community challenge.

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[7] [State of the Lake Report](#)
[8] [An Assessment of the Economic Value of Clean Water in Lake Champlain](#). Technical Report #81, Lake Champlain Basin Program, Brian Voigt, Julia Lees, Jon Erickson, 2015
[9] [Clean Water Report, Vermont State Treasurer, 2015](#)
[10] [Coupled impacts of climate and land use change across a river–lake continuum: insights from an integrated assessment model of Lake Champlain's Missisquoi Basin, 2000–2040](#). Zia, A., Bomblies, A., Schroth, A. W., Koliba, C., Isles, P. D., Tsai, Y., . . . Houten, J. V. (2016). *Environmental Research Letters,11*(11), 114026. doi:10.1088/1748-9326/11/11/114026

To build on the work of the Summits and our Appreciative Inquiry approach as tools to begin creating a culture of clean water, ECHO worked in 2015 with systems mapping consultant to engage more than 100 stakeholder organizations to create a system map for preserving and improving Vermont's water quality. Participants co-created a [Clean Water System Map](#) which looks like a US airline flight map of interrelationships, captures key assets and indicates four strength-based levers to cause systems change. Based on this Map and its levers, along with the relationships cultivated through the Summits, ECHO launched the [Vermont Clean Water Network](#) (Network) in 2016.

The Network now represents 65+ organizations - local and statewide environmental organizations, farmers, government agencies and individuals dedicated to creating a culture of clean water. They demonstrated community buy-in by:
- Creating and validating the systems map;
- Identifying levers to improve the how the system functions;
- Establishing a common agenda;
- Cultivating and deepening working relationships;
- Establishing the museum as the network's backbone organization;
- Forming teams to implement specific projects identified at a project summit; and
- Launching the Network and initiating action team projects in 90-day cycles.

The Network has four action teams, based on the Clean Water System Map levers. The teams represent the **stated community-defined needs** to achieve a culture of clean water and include:
- Public Awareness - education, outreach and public engagement;
- Systems for Action - tools for communication and planning;
- Policy Development - sound decisions based on real-world research and practice; and
- Innovative Solutions - novel strategies to tackle age-old challenges.

The self-organizing network model uses non-hierarchical governance, and is guided by a Common Circle (CC) of representatives from each action team. The CC ensures alignment of teams' projects with its authority derived from teams and the Network. Using Collective Impact elements, such as continuous communication and shared metrics, ECHO has provided "backbone" support for the CC to develop governance and communication protocols, build participants' collaborative skills, understand and evaluate the impact of their work, assist teams with challenges and opportunities, and engage funders with an integrated approach.

Partnerships
Development of the Summits and the Network utilized nationally-accessible and recognized tools useful to the community-focused work of libraries and museums. For the Summits, we partnered with the [David L. Cooperider Center for Appreciative Inquiry](#) at the Business School of Champlain College to implement a "strengths-based" organizational development and management process. To enhance the impact of the Summits, [private](#) and [public](#) grantors agreed to provide $350,000 to funding for Summit defined projects. The Clean Water System Map was created under the leadership of Innate Strategies, a California consultancy firm enabling business and nonprofit leaders to achieve clarity in complex, competitive situations. As we prepared to launch the the Network, we turned to several experts: the Vermont *[Farm to School](#)* network; the robust collective impact community in Vermont[11] including experts in sister networks, *[Farm to Plate](#)* and *[Energy Action Network](#)* which are 4 - 7 years ahead of the Clean Water Network; *[RE-AMP](#)*, a midwest energy partnership, and the *[Partnership for Water Sustainability in British Columbia](#)*, who attended the 2015 Summit and has continued in

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[11] United Way of Northwest Vermont, Vermont Community Foundation, University of Vermont Medical Center, Chittenden County Regional Planning Commission

consultative support. Throughout the Network's first year, we have worked with the United Way of Northwest Vermont to employ Collective Impact principles, and prioritized these activities at our One-Year Progress Meeting.

Project Goals
But, the Network and Summit's current reach and impact are not enough to cause the cultural change required to significantly improve water quality in Vermont. Many of Vermont's populations are not yet represented or heard. As the Network's backbone organization, ECHO is still learning how to best combine the power of Appreciative Inquiry and Collective Impact to cultivate community buy-in as we work to empower individuals to speak and coalitions to form. While the current Systems Map is a good base, ECHO recognizes additional asset mapping is required as participation expands. We also need the insights of a third-party evaluator to better understand how we are using models, building capacity and monitoring progress toward our goals.

With support from IMLS, we propose to develop an adaptable model for the library and museum communities and significantly expand and strengthen the Vermont Clean Water Network. Our goals are to:
1. Create a library and museum appropriate, adaptable model leveraging the strengths-based Appreciative Inquiry approach to support a Collective Impact framework;
2. Broaden the reach of the Network to include significant representation from the business, faith and economically and culturally diverse communities;
3. Achieve measurable outputs based on a Systems Map updated through a statewide asset analysis;
4. Assess the value of the combined Collective Impact and Appreciative Inquiry models to maximize the Network's ability to achieve changes in the state's culture of clean water; and
5. Report to the library and museum communities the successes and challenges of the adapted Collective Impact/Appreciative Inquiry model.

Non-Traditional Audiences and Constituencies
Target audiences have been selected based on the impact they have on water quality and their ability to bring fresh perspectives to the conversation. While we have secured the participation of those organizations and agencies whose mission focuses on natural resources and the environment, we recognize that, to fully shift toward a culture of clean water, we must engage a diverse and larger group of Vermonters. These include: businesses; communities of faith and spirituality; low-resource families; new Americans; and the LGBT community. To expand on this base of involvement, ECHO will partner with: the *Vermont Business for Social Responsibility,* a 600 member statewide trade organization; *Interfaith Power and Light*, representing 30 member congregations of diverse denominations statewide; *Watersheds United*, a statewide network of 37 local groups dedicated to the health of their home watersheds, and *We All Belong*, a Burlington/Chittenden County cultural diversity training and action program operated by the City of Burlington's Community and Economic Development Office. Partner commitment letters are attached.

With each of our partner organizations, we will reach out to their members through the organization's online communications channel and face-to-face meetings, listen to their concerns about the challenges and opportunities of creating around a culture of clean water; encourage their members to lend their voices, experience and ideas to the asset mapping process, revision of the Clean Water System Map, and Network Action Teams.

To engage low-resource families, new Americans, and the LGBT community, the project will work with the "We All Belong" (WAB) program. This unique program works with Burlington area non-profits, schools and city departments to engage at all levels of leadership, board and staff to help create more inclusive workplaces

to effectively serve and reflect Burlington's ever diversifying community. WAB provides tools for assessment, planning and the platform for organizations to create sustained organizational changes.

2. Impact

Through the Network, the Project is working with stakeholders to move away from the traditional, fragmented approaches that have not produced results. This Project engages multiple stakeholders, collaborating to solve the complex challenge of improving water quality, and will be characterized by:
- Participants honoring spiritual and scientific motivations for environmental stewardship;
- Funders and participants recognizing that water quality problems and solutions come from organizations interacting within a system;
- Participants coordinating actions, taking calculated risks and learning together; and
- Participants working toward shared goals using shared metrics.

The Network is adapting to thrive in our complex world where there are no right answers, and we look for emergent, instructive patterns. Consider a flock of starlings - a complex adaptive system with separate but interrelated parts. The flock operates on three rules: cohesion, alignment and separation. Our Network is cultivating relationships to remain cohesive and aligned on our goal and strategies. Our participant organizations, while focused on their organizational goals, seek ways to support the network and its common agenda. ECHO is assessing the Network's backbone organization role within the context of our local community's assets. The community will be involved in defining two core outcomes:
- Creation of an adaptable model for efficient and effective multi-sector collaboration; and
- System change that increases Vermonters' awareness about the value of clean water and results in their actions that improve water quality.

Adaptable Model Performance Goals
ECHO will strengthen our role as the Network backbone organization, solidifying our role as a community catalyst and anchor. This will provide us with the framework, data and experience to create an adaptable model for museums and libraries to leverage their underutilized honest broker/convener role in building multi-sector networks that can solve complex community challenges. The goals and performance metrics for the Project's adaptable model are:

1. Broaden our reach into new communities with new and existing potential partners by **geography, sector, and level of organization.** Outcomes include:
    a. Network Action Teams will have active participants from each of the state's 14 counties;
    b. New sectors and geographic regions participate in the Vermont Clean Water Network: 20 businesses; 10 faith organizations; 20 watershed organizations; 10 organizations representing underserved/non-traditional populations;
    c. Four partner organizations will incorporate clean water education and action into their meetings, communications and policy platforms;
    d. Participants from from all levels - individual communities, watershed organizations, regional planning commissions and statewide government and NGOs will participate in the Network Action Teams, ensuring the statewide policy work is knitted together with on-the-ground engagement and implementation at the local level.

2. Align an Appreciative Inquiry approach with the Collective Impact framework to establish a strengths-based approach for an effective, multi-sector network. Outcomes include:

      a. Network participants will prioritize and implement three activities each year in all of Collective Impact areas; and

      b. The Project Director will use Appreciative Inquiry principles in Network Progress Meetings, and train Action Teams to use these principles in their meetings. Building on the approach used successfully in three previous Summits, the project will work again with the *David L. Cooperrider Center for Appreciative Inquiry*, empowering four the Network Action Teams and 10 watershed-level teams to collaboratively plan and design our clean water future.

System Change Performance Goals

The goals and metrics of how Vermonters will increase their awareness about the value of clean water and take actions that improve water quality include:

1. More than 100 participants from all sectors will share their clean water needs, perspectives, priorities and solutions by participating in Community Listening Sessions;
2. More than 100 participants will identify the types and location of clean water assets and gaps by participating in a regional and statewide asset analysis;
3. More than 65 of the Network participating organizations will establish new or improved strategies to create a culture of clean water by reviewing and revising the Clean Water System Map;
4. More than 65 the Network participating organizations will increase their willingness and ability to align their communications, strategies, activities and measurement of progress by co-developing and using Collective Impact practices; and
5. The Network Action Teams will engage in Appreciative Inquiry activities that encourage them to use the Appreciative Inquiry framework to Discover, Dream, Design and Deliver actions that measurably improve both public awareness and water quality;

Project Outputs

Project outputs will include an asset mapping report, Clean Water System Map, engagement strategies for diverse stakeholders, Collective Impact success stories and Appreciative Inquiry Summit Workbook. The project's findings will provide libraries and museums with specific strategies to enhance a Collective Impact framework with an Appreciative Inquiry approach to cultivating an effective community network. Libraries and museums will have the ability to select the tools that best match their needs and issues.

In February 2017, ECHO initiated a Community of Practice for Vermont Network Backbone organizations to share experiences and best practices. Results of the project's unique approach will be shared quarterly with these statewide representatives and reported back to their associated organizations. ECHO will compile the reports and summaries of the Project and present results through websites, webinars and meetings of regional and national museum associations such as New England Museum Association, Association of Science-Technology Centers and the American Alliance of Museums.

Project Evaluation

As Collective Impact is a problem-solving process rather than a program or solution, evaluation of performance and impact takes a two-part approach. The first part, to be led by ECHO, is a system of monitoring progress towards the performance goals and utilizes data from the shared measurement system. The second part, to be led by external evaluator *PEER Associates* (PEER), seeks to understand how and why the initiative is progressing towards its goal of creating a culture of clean water. Different evaluation approaches, described below, will be utilized at different stages of the initiative's development. Wherever possible, PEER will seek to provide capacity building so ECHO and other strong network members can implement evaluation activities.

Phase 1 - Context (beginning of Year 1)
Through a survey across the network and interviews with key informants, initial evaluation activities will seek to answer questions related to the context of the Network's Collective Impact initiative: What are the current needs and assets of network members for participating in Collective Impact? How ready are members to engage in the different elements of Collective Impact (common agenda, shared measurement, mutually reinforcing activities, continuous communication), and how are they already engaged? Findings from this phase of the evaluation will be used to further strengthen and coordinate the Collective Impact effort and help to engage underrepresented stakeholder groups.

Phase 2 - Supporting Shared Measurement and Monitoring the Initiative (Year 1)
During the second phase, PEER will facilitate a process for the Network organizations to develop a shared measurement strategy. These measures will be tied to the network's goal and levers identified in the systems mapping activity, and will be homed in on through a collaborative prioritization process.

Toward the end of year one, further data collection through a survey or structured reflections will provide data from network organizations about their ongoing participation in Collective Impact activities. Special attention will be given to ECHO's role as the backbone and the ways in which they are adding value to the process through this role.

Phase 3 - Impact on the System (Year 2)
As the initiative progresses through the second year, PEER will investigate how the collective impact approach is influencing how the network members work independently and collaboratively. This includes but is not limited to addressing whether people are working together differently, who engages in communication, which stakeholders are represented, and how the goal of fostering a culture of clean water amongst the Network surfaces throughout. Lastly, as the Network's Collective Impact approach will continue beyond the scope of this grant, PEER will prepare the Network to begin measurement of impact on the lives of people served by the member organizations.

3. Project Design

ECHO will develop an adaptable, multi-sector networking model for museums and libraries to engage their communities in solving their communities' most pressing challenges. The Project's work plan is comprised of seven tasks:

1. Host Community Listening Sessions - ECHO and partners will organize and conduct two Community Listening Sessions in the northern and southern regions of the state to:
    a. Better understand the public's understanding and prioritization of clean water issues to inform the Network's public awareness and action initiatives; and
    b. Educate participants about the value of clean water and provide specific actions they can take to ensure Vermont's waters remain drinkable, swimmable and fishable.

2. Conduct Collective Impact Training Session - The museum and partners will conduct a half-day Collective Impact training session to:
    a. Educate the Network participants about effective use of Collective Impact strategies; and
    b. Prioritize and plan for implementation of specific Collective Impact activities.

3. Implement Regional and Statewide Asset Mapping Process - The museum and partners will implement a Clean Water Asset Mapping Process comprised of three phases:
    a. Hosting 3 regional asset mapping sessions to catalog the assets and activities on the local level;

      b. Hosting a half-day statewide asset mapping session to catalog statewide assets and activities; and
      c. Publishing a Clean Water Assets Mapping Report that informs the revision of the Clean Water System Map.

4. <u>Review and Revise Clean Water System Map</u> - ECHO and partners will host a half-day session to revisit and revise the 2015 Clean Water System Map to:
   a. Determine if the system dynamics have changed;
   b. Re-examine the system "levers" or prioritized opportunities for collaborative action; and
   c. Reconfigure Action Teams around revised priorities.

5. <u>Host 2019 Leahy Center Environmental Summit</u> - ECHO will organize "Our Clean Water Future," the 2019 Leahy Center Environmental Summit. The Summit will build on three prior summits, and provide the Network with the opportunity to plan a sustainable path for this multi-sector effort to create a culture of clean water.

6. <u>Convene Network Advisory Committee</u> - ECHO will convene a Network Advisory Committee comprised of representatives of experienced and successful multi-sector networks. ECHO will convene three Committee meetings: at the project outset in the Fall 2017; at the project mid-point in the Fall 2018; and prior to the project end in the Summer of 2019. We will invite the following organizations to serve on the committee: Vermont Farm to Plate; Energy Action Network; Vermont Farm to School; Partnership for Water Sustainability in British Columbia; and REAMP.

7. <u>Create and Distribute Evaluation Results and Model Templates</u> - ECHO will work with the Project Evaluator to create and distribute evaluation results and model templates.

The tasks outlined above will focus on the participants defined below to achieve the listed deliverables. See attached logic model for further clarification of outputs and outcomes.

Project Activity	Participants	Deliverable
Review and further define project goals	All project partners	Work-plan (with goals and waypoints)
Conduct Collective Impact Session	Network participants	Network priorities in Collective Impact areas
Engage communities in Network activities	Network reps.; VT Agency of Nat. Res; Gen. Public	Two Regional Community Listening Forums
Three Regional Asset Mapping Sessions	Local watershed organizations and conservation districts; the Network participants	Draft regional Asset Map Data
Statewide asset mapping workshop	Network participants	Draft statewide Asset Map Data
Integrate regional and statewide asset mapping data	Network participants	Asset Mapping Report
Conduct session to review 2015	Network participants	Revised Culture of Clean Water System

Culture of Clean Water System Map		Map; New Action Teams structure
Engage business, faith, underserved and nontraditional populations stakeholder organization members around a Culture of Clean Water	Vermont Businesses for Social Responsibility; VT Interfaith Power & Light; Watersheds United Vermont; ECHO (the Network backbone org.)	Workshop sessions at Annual and regular meetings of project partner organization meetings.
Engage backbone organizations and leaders of successful networks to identify and implement best practices and successful approaches	Vermont Farm-to-Plate, Farm to School, Energy Action Network, Partnership for Water Sustainability	Advisory Committee providing ongoing guidance to Project Management Team on successful network approaches.
Assess the Network and Action Teams progress; plan for next quarter.	Network participants	Quarterly Vermont Clean Water Network Progress Meetings
Implement Action Team strategies	Network Action Teams	Action Team Mtgs. (bi-monthly)
2019 Leahy Center Environmental Summit	Project Management Team Summit Steering Committee the Network Common Circle	2019 Leahy Center Environmental Summit
Convene Advisory Committee	Other Network Leaders	Three Advisory Committee Mtgs.
Project results dissemination	Project Management Team	Dissemination on project model templates Association journal articles Conference presentations

Project Implementation & Management

<u>Management & Oversight:</u> ECHO's Voices for the Lake Project Director will provide strategic planning, management, including timeline, budget, partnership, deliverables, reporting and evaluation for the project. The Project Director, a certified Appreciative Inquiry Practitioner, launched the Vermont Clean Water Network in 2016 and serves the backbone function as Network Coordinator. The Project Director will work closely with ECHO's Executive Director, who has a PhD in science education, over 35 years of museum work history, and extensive experience managing federal grants, will provide oversight. They will be guided by a Project Partner Committee comprised of Network leaders; the Network's Common Circle, including Breck Bowden, Ph.D., Lake Champlain Sea Grant Program; Kari Dolan, Clean Water Initiative - Vermont Department of Environmental Conservation; Erik Howe, Ph.D., Lake Champlain Basin Program; Phelan Fretz, Ph.D., ECHO; Chris Koliba, Ph.D., University of Vermont; Barry Lampke, ECHO; Rebekah Weber, Conservation Law Foundation; Rev. Nancy Wright, Ascension Lutheran Church.

Project partners will meet monthly for the duration of the project to develop and assess activities and collected data for the project. This will include scheduling and managing partner organization communications and meetings, designing and implementing the asset mapping process; revising the Clean Water System Map; and encouraging member participation in Vermont Clean Water Network Action Teams; and evaluating project success.

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Timeline of Activities
- Fall 2017: All project partners meet to launch project and clarify goals, roles, and schedules. Vermont Clean Water Network conducts Quarterly Network Progress Meeting. Project evaluation tools are defined.
- Winter 2017: Project conducts Collective Impact Session; Museum presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting.
- Spring 2018 Project and partners conduct Community Listening Sessions; museum and partners design Asset Mapping Process; Museum presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting.
- Summer 2018: Project and Watersheds United Vermont conduct three regional Asset Mapping Sessions; Museum and partners plan Statewide Asset Mapping Session; Museum presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting.
- Fall 2018: Project and partners conduct Statewide Asset Mapping Session; Museum and partner design Clean Water System Map Review Session; Museum presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting.
- Winter 2018: Project publishes Asset Mapping Report; Museum and partner conduct Clean Water System Map Review Session; Museum presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting.
- Spring 2019: Project presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting.
- Summer 2019: Project presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress; Museum and evaluator design model templates and distribution plan;
- Fall 2019: Project presents at partner meetings; Vermont Clean Water Network conducts Quarterly Network Progress Meeting; Museum and evaluator finalize and distribute model templates and materials.

Financial, Personnel, and Other Resources
This project's success depends on experienced community partners, a strong staff, talented consultants, existing private foundation grants, and new funding for contractors, staff, and materials. The staff of each partner organization are committed to engaging their members and the public to actively participate in this project. ECHO is requesting funds from IMLS to support staff time and consultant fees to implement project tasks and build community interaction. ECHO will match some salary support and materials through non-federal sources. All Advisory Committee members will volunteer their time to this project.