

Collaboration Guide

2018



Acknowledgments

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How to Use this Guide:

Throughout this Guide, the reader has the opportunity to "jump" from one location to another. Clicking on any item in the table of contents will take you to that section. Clicking on a heading or subheading title will take you back to the table of contents. Clicking on a topic or word in blue font will take you to the referenced item (e.g., an appendix or external resource). For internal links, clicking on the appendix title will take you back to the original location in the Guide.

In addition, provided throughout the Guide are several interactive pages where you are encouraged to fill in information, for brainstorming and planning purposes. The Guide can then be re-saved under a different file name, and selected pages printed for reference.

Please report any broken links to: litter@kab.org

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1. Introduction

About Keep America Beautiful

At Keep America Beautiful, we want to ensure that beauty is our lasting signature. A leading national nonprofit, Keep America Beautiful inspires and educates people to take action every day to improve and beautify their community environment. We envision a country where every community is a clean, green, and beautiful place to live. Established in 1953, Keep America Beautiful provides the expertise, programs and resources to help people end littering in America, increase recycling in America, and beautify America's communities. The organization is driven by the work and passion of more than 600 community-based Keep America Beautiful affiliates, millions of volunteers, and the support of corporate partners, municipalities, elected officials, and individuals. To learn how you can donate or take action, visit kab.org. Follow us on [Twitter](#) and [Instagram](#), like us on [Facebook](#), or view us on [YouTube](#).

Purpose of this Guide

The purpose of this guide is to provide Keep America Beautiful affiliates and local governments and other stakeholders with guidance and ideas for collaborating with appropriate entities to achieve their litter-related goals. This guide provides guidance for collaborating successfully, in order to achieve shared goals. KAB has also developed a more comprehensive Litter and Illegal Dumping Curriculum, which covers a variety of litter-related topics, and an Enforcement Guide, which provides stakeholders with more in-depth guidance for enforcing litter and illegal dumping laws and ordinances. In addition, KAB has developed a model ordinance and a database of litter and illegal dumping literature. See www.kab.org for more information.

What Constitutes Litter/Illegal Dumping?

Litter is trash, debris, and other items that have been discarded improperly – along roadsides, in waterways, and otherwise uncontained or improperly managed. Litter can be a result of deliberate actions, or can be accidental in nature – such as when materials become windblown from a dumpster. Garbage piles on public or private property, the result of illegal disposal or dumping, are considered to be extreme litter or violation of a litter-related crime. Illegal dumping can be comprised of residential materials, or can be generated through commercial activities, such as contractor services, waste hauling, or landscaping services.

Litter and illegal dumping are always unsightly but this behavior can also have serious consequences. Illegal dumping can be criminal in nature – sometimes a felony – and can present hazards to human and animal health. Examples include



Photo 1: Brian Kaldorf/Pittsburgh City Paper

the dumping of hazardous or flammable materials, tires (which can hold water and breed disease-carrying mosquitos), and the dumping of hazardous liquids into or near storm water drains, just to name a few.

Importance/Benefits of Collaboration in Addressing Litter/Illegal Dumping

Illegal dumping and litter incidents can vary quite significantly in their size and impact. The laws covering littering and illegal dumping are numerous, and, depending on the violation, might be enforced by state or local law enforcement officers, local code enforcement officers, or federal or state environmental agency officers, depending upon circumstances. Education and outreach might be the responsibility of several organizations, and yet another entity (or several) may manage solid waste and materials management programs that would help encourage the proper management of materials at the end of their useful life. Volunteers, perhaps affiliated with an organization, and state and local highway departments are also often involved in litter cleanup – sometimes with the aid of prison or work furlough laborers. Corporations are also involved in helping provide resources to clean up litter, and to train their employees about minimizing litter in the workplace. And, of course, litter and illegal dumping are issues that affect property owners and citizens at large directly.

Clearly litter and illegal dumping impact a broad array of entities. Likewise, a broad array of entities can work to help stop litter. Thus, working collaboratively to stop litter is inevitable.

Organizations collaborate to achieve the following potential benefits:¹

- Enhanced services
- Broadened geographic reach of services
- More integrated or better coordinated approach to providing services and conducting activities
- Sharing of knowledge, practice, and experience
- Capacity to replicate success
- A stronger, more united voice
- Mutual support among organizations



Photo 2: Keep America Beautiful

Stopping litter in our communities is a shared responsibility. Collaboration can help all involved meet their shared goals with greater success than they could individually.

Examples of KAB Collaboration at the National Level

¹ Based on:
https://knowhownonprofit.org/organisation/collaboration/what_is_collaboration/benefits_and_risks_of_collaboration

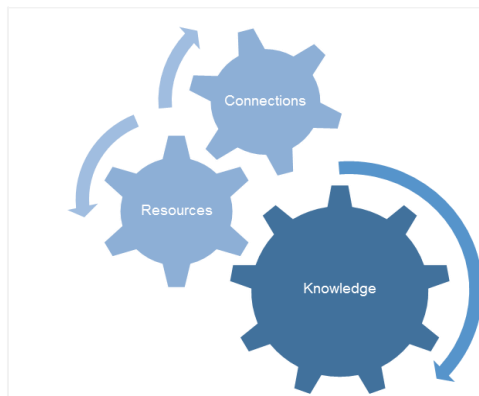
Our national Keep America Beautiful office strives to encourage people to take action every day to improve and beautify their community environment. The organization is driven by the work and passion of more than 600 community-based KAB affiliates, millions of volunteers, and the support of corporate partners, municipalities, elected officials, and individuals. Keep America Beautiful extends the reach of its initiatives and multiplies the impact of its actions through partnerships with an array of organizations. Through partnerships with corporations, nonprofits, educational organizations, associations, government agencies and others who provide financial support, sponsorships, employee engagement and in-kind contributions, KAB's mission is significantly advanced.

2. Why Collaborate?

Collaboration may be necessary when an organization cannot achieve its goals successfully, efficiently, or to the greatest extent possible without assistance from other individuals or organizations. Simply put, collaboration allows for the combining of resources to more effectively and efficiently achieve these goals. A natural fit will be where organizations share a common goal, but have different strengths and needs.

There are a myriad of possible activities and goals where local KAB affiliates and local

Figure 1: Collaboration – Putting it All Together



governmental agencies or non-profits engaged in stopping litter and illegal dumping would benefit from collaborating with others. Collaborative efforts might be long-term in nature, or last just for the duration of a specific effort. Collaboration might occur within a jurisdiction, or across jurisdictions – even involving state-level entities in some cases. Particularly at a time when many non-profits and government agencies face dwindling budgets, collaboration can help achieve goals more cost effectively. As Figure 1 illustrates, collaboration is a means to pull the resources, connections, and knowledge together to accomplish the group's goals.

Projects and Activities that Can Benefit from Collaboration

There are many activities that aim to stop litter and illegal dumping that might benefit from collaboration. If your organization lacks connections, resources or expertise to complete certain tasks that would help move it toward achieving its goals, then collaboration might be necessary. Examples of activities that those wishing to stop litter might collaborate on include but are not limited to:

- Developing a litter prevention program or establishing a KAB affiliation
- Developing and implementing a litter prevention education and outreach campaign
- Identifying and addressing litter "hot spots"/sources of litter, developing a database of hot spots or illegal dump sites
- Cleaning up litter and soliciting volunteers for cleanup events
- Holding collection events for difficult-to-manage materials to prevent illegal dumping of these items
- Enhancing waste collection and materials recovery infrastructure to encourage proper management of materials at the end of their useful life
- Reviewing/enhancing litter-related codes and ordinances
- Establishing an environmental court
- Assessing the effectiveness of existing programs/campaigns
- Assessing the impacts of litter and illegal dumping
- Working with surrounding communities to harmonize programs/share resources and ideas
- Designing a public space to decrease the likelihood of litter/illegal dumping occurring
- Effectively enforcing litter laws



Photo 3: Noyes Automotive and Tire



Photo 4: Citizens for the Beautification of Somers, Inc.

- Publishing news articles about litter/illegal dumping and helping to establish the social norm that such behavior is not acceptable in the community.

KAB – Collaboration with Industry Groups

KAB collaborated with the National Restaurant Association (NRA) and the Foodservice Packaging Industry (FPI) to develop a guide for food service establishments to minimize litter. The Guide presents basic information about litter, an audit form to help food service operations assess the types and quantity of litter present in and around their location, ways to minimize litter by changing the environment and selecting and positioning receptacles, and a checklist for operators to minimize litter. There are also tips to communicate with customers to help stop litter. This Guide is just one example of KAB collaboration.

3. Who to Include – Potential Entities to Consider

In selecting collaboration partners, it is valuable to consider a broad array of entities, what might motivate them to collaborate and what resources they will bring to the process with the aim to determine "the best fit." Possible collaboration partners include, but are not limited to:



Photo 5: Adopt-A-Highway

Public Entities

- State-level stakeholders
 - State troopers
 - State environmental agency representatives
 - State DOT representatives
 - State judicial representatives
 - State-level elected officials
 - State environmental agency
- Local (city, county and regional) agencies/departments and governmental entities
 - Law enforcement and code enforcement officers
 - Sanitation/solid waste department representatives at the municipal, county, and regional level, if applicable
 - Regional council of governments or planning districts, if applicable
 - Storm water department
 - Marine/lake/harbor management agencies, as appropriate
 - Elected officials and other leadership (mayors, county managers, town councils,

Ten Characteristics of Successful Teams

1. Clear goals
2. Defined roles
3. Open and clear communication
4. Effective decision making
5. Balanced participation
6. Valued diversity/creativity
7. Managed conflict
8. Positive atmosphere
9. Cooperative relationships
10. Participative leadership

Source:
http://www.ursuline.edu/documents/student_life/student_activities/lead/10_Characteristics_of_Successful_Teams.pdf

county commissioners, etc.)

- District, regional, and local judicial representatives
- Prosecuting attorneys
- Other influential community leaders
- Counterparts in other communities
- Local representatives of other environmental organizations
- Corporate representatives
- Representatives of other non-profits that might be interested in providing volunteers or other services/skills
- Schools

Private Entities

- Non-profits
 - Environmental organizations
 - Scouting groups and other organizations
- Corporations and trade/industry organization

Individuals

- Community leaders
- Philanthropists



Photo 6: Somers Litter Task Force

Bringing City Leaders, Law Enforcement, Citizens, and Businesses Together

In April, 2015 a citywide collaboration was formed between the City of Savannah, local businesses, non-profits, including Keep Savannah Beautiful, media organizations, and other city leaders to reduce litter. Keep Savannah Beautiful leads the administrative efforts and provides the non-profit status for Keep Savannah Clean. The committee of eight members generally meets on a monthly basis. The City hired a media firm to design and implement a campaign. The group's goal is to reduce litter by 50 percent within one year. Keep Savannah Beautiful conducted a visual litter survey in the summer of 2015, as a baseline, and a second visual litter survey will be conducted in the summer of 2016. They aim to achieve this through strategic education and social media outreach. The campaign encourages people to use social media to:

- 1) Post pictures or videos of people caught littering; and
- 2) Post pictures of people picking up trash.

Citizens are asked to use the hashtag #LitterCrew and they are then featured on the Keep Savannah Clean website and social media pages. Photos and videos can also be submitted to Keep SavannahClean.com. The organization's representatives go out on the street and catch people in the act of cleaning up litter, too, and give them gift cards. The organization is active on Facebook, Twitter, and Instagram, not only posting pictures and videos of people littering or cleaning up litter, but also sharing information about litter and its harmful impacts. There is also a Keep Savannah Clean high school leadership council, which helps spread the word about the importance of not littering to the high school community.

People who submit pictures and videos can win prizes donated by local businesses, such as gift cards.

Greg Parker, CEO and President of The Parker's Companies, which owns convenience stores, has been an outspoken supporter of the program, and has been successful in obtaining support and contributions from other business leaders in the community. Mayor Edna Jackson has also challenged the community to make beautifying the city a top priority.

"What I love about this campaign is it involves the entire community — City Government, businesses and citizens — standing together against litter," Mayor Jackson said. "Savannah is the most beautiful city in America, and it takes all of us to keep it that way."

Stephanie Cutter, the City's manager, also supports the program. "Some people believe that litter is a small issue; that somehow it's okay to thoughtlessly discard trash on our streets and in our neighborhoods, with the launch of this campaign, we're saying it's NOT okay and we will NOT stand for it," she said.

The City has close to 75 Deputy City Marshals (city employees) working for departments across the City organization who are empowered to issue citations for local ordinance violations, of which littering is one. While these marshals generally concentrate on their department's area of enforcement, they have been cross-trained to issue citations for litter violations. While police will focus on more serious crime, they too will be educated on local litter laws, and encouraged to issue citations as they deem appropriate. When the collaborative effort first began, the committee met with the City's three Recorder's Court judges to inform them of the program, and request their cooperation in establishing and consistently upholding citations for litter offenses. The judges are all supportive of the program.

Eventually the Keep Savannah Clean committee will disband, and the program fall under Keep Savannah Beautiful.

Sources:

<http://raycomnbc.worldnow.com/story/28871783/city-of-savannah-launches-keep-savannah-clean-campaign>

Keep Savannah Clean Facebook page

<http://savannahnow.com/column/2015-05-24/opinion-lets-join-forces-kick-litter-curb#>

Brett Bell, City of Savannah Public Information Officer

Steps to Collaborate

Again, the aim of collaborating is to combine talents, strengths, and resources from outside organizations with those within your own organization in order to achieve a shared goal. Involving too many people, the wrong people, or involving them in the wrong way, can hamper efforts. Steps to collaborate are described below.²

- 1) Discuss and analyze the group's objectives and determine coalition needs.
 - In doing so, ask:
 - What are we trying to accomplish?
 - What are our strengths?
 - What are our needs?
 - What are we trying to accomplish?
 - What are our objectives?
 - What types of activities will move us closer to meeting our objectives?
- 2) Recruit the right organizations/individuals.
 - Identify individuals/organizations that have the resources, skills, or connections needed.
 - Consider that the larger the size of the group, the longer it takes to define and agree upon specific objectives and activities.
- 3) Develop more-detailed activities and objectives, considering the needs, interests, strengths, and diversity of membership (depending upon the scope of the coalition, this may not be necessary).
 - If possible, identify some short-term outcomes.
- 4) Meet with members.
 - Group members might meet at a special meeting, workshop, or conference.
 - The lead agency should plan and lead, with a prepared agenda.
 - Prepare a draft mission statement and proposal for coalition structure and membership.
 - Meeting place should be comfortable, with refreshments provided, and end time pre-established.

Just What Kind of Group Are We, Anyway?

Some types to consider include:

Coalition – Used here to be a broad term for a group of different organizations working together to achieve a shared goal.

Specific types of groups include:

Advisory Committees – Usually respond to organizations or programs by providing suggestions and technical assistance.

Commissions – Generally consist of citizens appointed by official bodies.

Networks – Generally loose-knit groups formed primarily for the purpose of resource and information sharing.

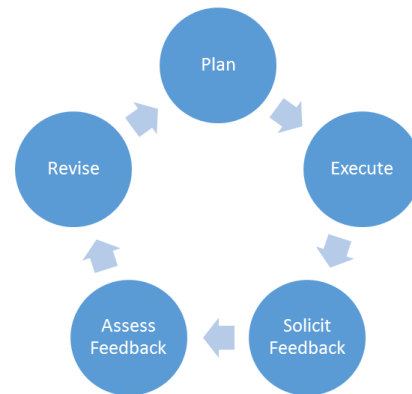
Task Forces – Most often come together to accomplish a specific series of activities, often at the request of the overseeing body.

In addition to these types of groups, some organizations collaborate with others on an as-needed or ad-hoc basis. Having established relationships at the appropriate agencies helps facilitate such partnering.

² Prevention Institute

- Expect that some invited attendees may not wish to join.
- 5) Develop budgets and map agency resources and needs
 - Avoid competing with members for funding/resources.
 - Lead agencies usually provide staff time to keep projects running
 - 6) Develop the structure of the coalition. Consider:
 - How long will the coalition exist?
 - Where will the group meet?
 - How frequently and for what length of time will the group meet?
 - How will decisions be made?
 - How will meeting agendas be developed and distributed?
 - What will participation between meetings look like? (Subcommittees? Individual work? Planning groups?)
 - What will the rules of membership be?
 - Roles and responsibilities?
 - 7) Plan for ensuring the coalition's ongoing vitality (if a long-term group).
 - How will issues that arise be addressed?
 - How will leadership be shared or passed on to a new leader?
 - How will new members be recruited?
 - How will training occur, as needed?
 - 8) Evaluate programs and improve as necessary (As Figure 2 shows – incorporate continuous improvement into the process).
 - Each activity and event should include evaluations.

Figure 2: Continuous Improvement



Collaboration in My Community

1) In my community efforts to stop litter are mostly managed by:

2) Other groups that could help achieve this goal include:

3) Further assistance could possibly be provided by the following entities (Indicate entity and skills/resource they might provide):

4) I could see this group forming as a (type of organization):

5) The group would likely need to meet for the following timeframe:

6) The appropriate lead organization would be:

Planning Overview³

Often organizations have lofty ideas but without proper planning, meetings can turn into interesting conversations that do not move the group closer to achieving their purpose. If a group is working on a short-term basis or to achieve a specific task, then planning can be relatively targeted and succinct and limited to the stated tasks. However, if the group is being established for the long-term, proper planning will serve as a critical foundation to keep the team on track. A practical way to plan is the "VMOSA method. VMOSA includes establishing a vision statement, a mission, objectives, strategies, and action plans. The planning process alone helps assure that all members have a shared purpose.

Vision

The vision statement expresses the ideal condition the group would like to see. It expresses the values and beliefs that guide the group. Vision statements are generally broad enough to be accepted by those with different perspectives. They are generally inspiring and easy to communicate. Vision statements should be broad enough to hold true in the long term, without sounding overly generic. Examples of vision statements include:

"A safe, clean neighborhood for all residents"

"Litter in its place"

"Pristine beaches and waterways"



Photo 7: Scripps.edu

Mission

A mission statement describes what an organization is going to do and might include why. A mission statement is also concise, outcome oriented, and still broad enough to apply to all of the organization's activities. An example of a mission statement suitable for an anti-litter community organization might be:

"To develop a safe and healthy neighborhood through collaborative planning, community action, and policy advocacy."

Keep America Beautiful's Mission

To inspire and educate people to take action every day to improve and beautify their community environment.

³ Much of this section is derived from the following:
<http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>

Objectives

Objectives are guided by a group's vision and mission. Objectives are more focused in nature, describing what will be accomplished by when.

Consider the following mnemonic device: SMART

- **Specific** – Describes what is to be done and/or how, and what outcome is
- **Measurable** – Achievement of objective is measurable
- **Achievable** – Realistic for the group to accomplish
- **Relevant** – Is in line with the group's mission, vision and values
- **Timeframe** – Has a discrete timeframe

Examples of objectives include:

"Hold 15 cleanup events annually"

"Reduce the amount of litter on our roadways by 50 percent by 2020"

"Increase the total number of adopted roadways and spots in the community by 10 percent annually"

"Develop a comprehensive database of illegal dump sites in the jurisdiction by 2020"

Keep Pennsylvania Beautiful – Collaborating to Enhance Enforcement

Keep Pennsylvania Beautiful collaborates with local governments, KPB affiliates, and other agencies on an ongoing basis in order to provide them with education and resources to help them enforce litter and illegal dumping laws, and litter prevention efforts. They also conduct training through the Minor Justice Education Board.

In July 2012, KPB initiated a more intense stakeholder collaboration effort. They held a stakeholders engagement meeting with representatives of every state agency with enforcement, DEP contacts, other non-profits, local governments, the Attorney General, and a representative of PA DEP Bureau of Investigations. KPB's president moderated the six-hour brainstorming session of about 40 attendees. The results of this session indicated that Pennsylvania needed to focus on a camera loan program and needed to strengthen its public education campaign. The feedback from the session helped guide the Illegal Dump Free PA program and website.

Strategies

Strategies describe how the group will achieve its objectives. For example, a group might hire a private company to develop a Geographic Information Systems (GIS) database, and develop a citizen reporting tool to ensure it is complete and up-to-date.

A group or organization might develop a marketing campaign to elicit corporate sponsors for roadways and other locations.

Action Plan

An action plan describes how the strategies will be implemented. It should include resources required, who is responsible, and timeframe for completing the task. Large projects should be broken into smaller tasks so that they are more manageable. A sample format for developing an action plan is provided in Table 1.

Table 1: Sample Action Plan Table

Task	Responsible Party	Additional Contributors	Timeframe		Potential Barriers
			Start	Complete	
Develop anti-littering brochure					
Develop GIS database of illegal dump sites					
Develop website					
Etc.					

Businesses Bettering the Environment

Noyes Automotive and Tire in Burlington, Vermont has held a tire collection event for the past several years. The event serves as a fundraiser for Champlain Elementary School's fifth grade class, who uses the funds for their annual educational class trip. The event coincides with Green Up Vermont, a cleanup event. Noyes accepts tires that are collected through the cleanup events at no cost, but encourages attendees to support the school through the fundraising events. Bridgestone Americas, Inc. provides a trailer and pays for the transport and recycling of the tires by Lakin Tire East, in Connecticut. This program falls within the mission of Bridgestone America's One Team One Planet, program, which aims to make a positive and lasting impact on the environment, particularly in the neighborhoods in which they do business. The week prior to the event, the Vice President of Noyes Automotive and Tire makes a presentation to the students at Champlain Elementary, teaching them about tires and how to properly manage them at the end of their useful life.

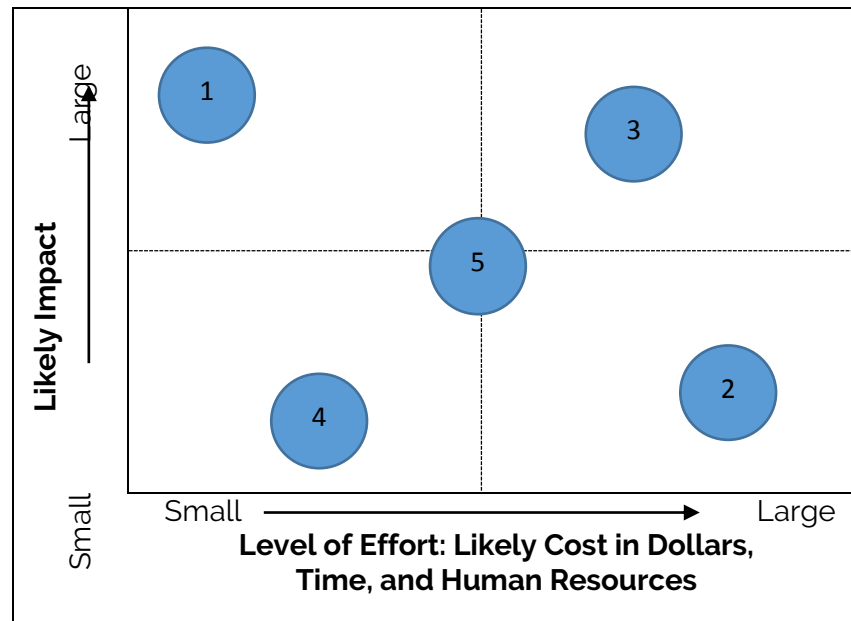
The school holds a raffle, bake sale, and cookout. The School's PTO and Noyes Automotive and Tire's suppliers and local businesses also contribute to the event. Suppliers donate the eco-friendly car wash solution and rags for the car wash, the PTO staffs the bake sale and food concession, and local businesses donate food and raffle items. Noyes technicians work hard to load the tires into the container, and Noyes Automotive and Tire hires a local radio station, "The Planet," to provide entertainment. An additional aspect of the event is the sale of jewelry made from used innertubes, which helps support women in developing nations.

Between 2013 and 2015, 6,379 tires were collected and recycled. Lakin Tire processes these tires into tire chips and crumb which are then used as fuel or to manufacture new products.

How to Prioritize Tasks

In some cases the group may have to make choices about what tasks and objectives are a priority. In the case of litter and illegal dumping task forces, egregious, dangerous illegal dumps will likely rise to the top. However, there may be ongoing, less urgent tasks that will need to be prioritized. One strategy to assess priority tasks is to consider how the tasks will contribute to outcomes, relative to time and/or effort expended. An example of a tool to assess this is presented in Figure 3 below:

Figure 3: Task Prioritization Tool



In Figure 3, the potential tasks are indicated in the numbered ovals. The ideal would be Task 1, which is expected to have a low level of effort, with a large impact. The least ideal task in this scenario would be Task 2, which has a large level of effort and relatively small impact.

Although the tool is not precise, it can provide a simple means of comparing and prioritizing tasks that the group might wish to accomplish.

The City of Houston's Ongoing Ad-Hoc Collaboration

The City of Houston's police department has an Environmental Investigations Unit. They work closely with the District Attorney's office as needed to review cases, obtain search warrants, and develop evidence. In addition to the City of Houston's police department, the department provides office space and has computers available for:

- 1 EPA federal agent,
- 2 Texas game wardens (Texas Game and Wildlife Division) assigned to environmental crimes
- 2 TCEQ (Texas Commission on Environmental Quality) criminal investigators.

These officers, while not at the City's location full time, are there frequently enough to develop relationships. The group will often have lunch together on Fridays. Developing a rapport and conversing about current cases over lunch has helped identify repeat offenders and is often the start of a collaborative effort to move a case forward. Expertise is called upon as needed – for example the EPA federal agent's expertise in hazardous waste has been called upon in the past. This team can also provide resources as needed. The Texas game wardens, for example, have boats, so when investigations need to be conducted in the shipping channel, they can assist. In addition, a City law enforcement officer indicates that they often work with their counterparts in Houston County. He indicates that keeping relationships intact is key, and ad-hoc, as-needed collaborations work best from his perspective, as time is limited and specific expertise and resources needed vary by case.



Photo 8: Keep Savannah Clean

The Ten Cultural Elements of Collaboration

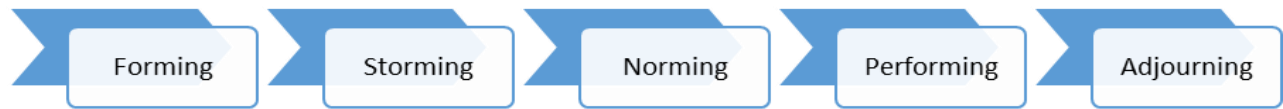
Collaboration is not always effortless. It is perfectly natural to experience many challenging and unexpected events. Expecting the unexpected, and realizing that is part of the collaborative process, will help to continue to move the group toward achieving its purpose. Of course, expect that the rewarding experiences will far outnumber the challenging. Evan Rosen, a leader in collaboration, describes the following cultural elements of collaboration:

- 1) Trust – Developing comfort with colleagues
- 2) Sharing – Letting ideas flow and grow
- 3) Goals – Reading from the same script
- 4) Innovation – Embracing new approaches
- 5) Environment – Physical and virtual
- 6) Collaborative Chaos – Making room for the unexpected
- 7) Constructive Confrontation – Taking a stand
- 8) Communication – Crucial to shared creation
- 9) Community – Sharing interests and goals
- 10) Value – The culminating element.

Source: Rosen, Evan (2013). *The Bounty Effect: 7 Steps to the Culture of Collaboration*

The Evolution of Small Groups

Bruce Tuckman developed a four-stage model of the process most small groups go through as they form and strive to achieve their goals in the 1960's. Later, a fifth stage was added. Strong leadership can help move the group to the performing stage more quickly. The stages are described below.



<ul style="list-style-type: none"> Members getting to know each other Most are positive Some may be anxious 	<ul style="list-style-type: none"> People begin to push against boundaries or experience setbacks Some may question goals of group Some may be reticent to take on tasks/responsibility May disband during this stage 	<ul style="list-style-type: none"> The team resolves their individual differences Focus on goal(s) is re-established Members become more committed Progress begins 	<ul style="list-style-type: none"> Hard work leads to achievement of goals Good structure and leadership pay off 	<ul style="list-style-type: none"> Many groups eventually disband The group may have been developed to exist for a defined period May disband due to organizational restructuring
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Leaders' Roles:

<ul style="list-style-type: none"> Help establish clear personal and group objectives 	<ul style="list-style-type: none"> Play to each member's strengths Keep group positive Build trust and good relationships 	<ul style="list-style-type: none"> Help team members feel responsible – step back Consider team building event 	<ul style="list-style-type: none"> Delegate as much as possible Trust team members but be available for needed support 	<ul style="list-style-type: none"> Celebrate achievements Ensure group ends on a positive note – keep door open for future collaboration
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Source:

https://www.mindtools.com/pages/article/newLDR_86.htm

Based on Tuckman, Bruce and Mary Ann Jensen, "Stages of Small Group Development – Revisited," Group of Organization Management, December 1977: (2) 419-427.

Evan Rosen, in his book "The Bounty Effect: 7 Steps to the Culture of Collaboration," describes the collaboration leader as a Collaboration Architect (CA). He describes the CA's role as:

- 1) Anticipate – Expect and prepare to counter resistance. Do not allow the “protectors of the status quo” derail transformation.
- 2) Educate – Learn about the collaboration, explain the benefits to people. Education helps bridge the perception gap, and continues through all stages of the process.
- 3) Inaugurate – Collaboratively design the new structure, executing the collaboration plan, and starting the organization's evolution along the “collaboration spectrum.”
- 4) Motivate – Get people excited about the collaboration so they engage colleagues and take action.
- 5) Facilitate – Guide, not dictate, the design and transition to a collaborative organization, and involve entities that should be involved. Ensure that all participants are heard.

Assessing Progress

Assessing progress in illegal dumping and littering can be challenging. The quantitative indicators that can be assessed, as well as qualitative, depend upon the organization's objectives. Below are some ways in which communities and organizations measure their litter reduction/illegal dumping abatement progress. The context of the data or the “back story” is important to understand because, as is explained below, the numbers themselves could increase or decrease for a variety of factors. Having an



Photo 9: Keep America Beautiful, Great American Cleanup

understanding of any changes in enforcement methods, surveillance methods and enhanced reporting systems, for examples, as well as any other information about the quantity of litter/illegal dumping, is important to understanding the metrics assessed.

Number of Litter Reports Received and Notification Letters Sent

While tracking the number of litter reports received from citizens is important, the number alone does not provide much information. The context should also be understood. For example, littering incidents could be increasing due to increased traffic, need for more education and outreach, lax enforcement, or a number of other reasons. On the other hand, littering incidents could be increasing because citizens have been made aware of the reporting mechanism, or because a new, more convenient means of reporting was put in place. Similarly, the number of letters sent may increase for the same reasons. A decrease in letters could indicate that fewer people are providing adequate information to track the

litter back to the litterer, or more are from out-of-state vehicles, which may not be traceable.

The information is best when considered in the context of a litter survey or other knowledge about the change in prevalence of litter in the community.

Number of Violations/Citations and Convictions/Penalties

The number of litter/illegal dumping violations, citations and convictions is, again, important to track, but does not tell the entire story unless other information is also known. For example, there could be an increase in violations, citations and convictions because the amount of litter/illegal dumping has increased. On the other hand, increased numbers may mean that law enforcement, prosecutors, and/or judges have begun to take these crimes more seriously, and the number of incidents has not increased. Similarly, the number of convictions could increase relative to number of violations due to enhanced surveillance.

Tracking penalties such as dollar amounts in fines and citations, restitution and court costs from illegal dumping and littering cases is also important, but could be an indication of increased fines/recovered costs per violation, or could mean more cases are being convicted. Again, the information needs to be assessed in combination with other information.

Number of Cleanup Events Held/Quantity of Litter Cleaned/Number of Illegal Dump Sites Abated

Generally increasing the number of cleanup events held is a positive, but an increase in the quantity of waste collected or number of illegal dump sites abated could be due to more aggressive cleanup alone, or increased quantities littered/dumped. Similarly, picking up less litter is negative if it is because there are fewer events or volunteers to assist, but could be an indication that less waste is being tossed on the roadways. Tracking number of cleanup hours along with quantities may help clarify this.

Tracking Spending on Litter Cleanups

Decreased cleanup costs can be an indication that fewer items are being littered. Another reason litter cleanup costs could go down, however, is if fewer litter cleanups are being done. Most state DOTs have a fairly regular cleanup schedule, and some costs are disposal fees, which are on a per-ton basis – so if no programmatic changes have occurred, these costs are usually fairly accurate measures of the amount of litter being deposited on the roadways they clean.

[Keep Iowa Beautiful](#) and the state of [North Carolina](#) are among those that have conducted cost of Litter Surveys, and Keep America Beautiful conducted a nationwide litter survey and cost study in 2009.

Tracking Number of Illegal Dumps

Some entities, like [Keep Pennsylvania Beautiful](#), have developed a GIS database (and corresponding county-by-county reports) of illegal dump sites on public lands. The number of sites, ideally, should decrease over time,



and hopefully be completely eliminated. It is important to ensure that the number is decreasing because the number of sites has decreased, not because people have stopped reporting them. KPB initially hired a third party to develop the database, but relies mostly on citizen reporting to keep the database current through its Illegal Dump Free PA program. The online information form citizens are asked to complete to report the illegal dump is provided in [Appendix A](#).

Photo 10: Keep Savannah Clean

Conducting a Visual Litter Survey

Some communities conduct visual litter surveys to assess the quantity of litter on their roadways. This can be done directly or through a third-party contractor. Keep America Beautiful had a [national visual litter survey and cost study](#) conducted in 2009. Others include the [Anacostia Watershed](#), Texas, Tennessee, Georgia, [New Jersey](#), and [Keep Iowa Beautiful](#). [Keep Athens-Clarke County Beautiful](#) conducts an annual litter survey using a litter index (a scale of 1 to 4) with the help of citizen input.

Citizen Perception Surveys

Some communities have conducted citizen perception surveys to gauge citizens' sense of how the presence of illegal dumping and littering is changing. These surveys can provide valuable feedback, but surveys have their inherent limitations. Voluntary surveys often spur feedback from those that feel strongly, which may bias results. It is important to try to obtain a high response rate. Even if response rates are not high, however, information can point to important gaps in waste management programs that lead to illegal dumping, location of illegal dump sites, and other insights that help the organization move closer to stopping litter. Litter perception studies have been conducted by [Wake County](#), North Carolina; [Athens-Clarke County](#), Georgia; and [Keep Iowa Beautiful/Iowa DNR](#). Iowa's citizen perception survey regarding illegal dumping is provided as an example, in [Appendix B](#).

Collaboration in the Forest

Keep Pennsylvania Beautiful has collaborated with Michaux State Forest to catch litterers and illegal dumpers. While the Forest has always had illegal dumping, even earning a spot on the state's "Dirty Dozen" list of illegal dumping spots, the number of cases that could be successfully investigated and lead to convictions was relatively small. Several cleanup events have been held, and in 2015, 25 people were convicted of illegal dumping in the forest. Forest rangers note that there are fewer illegal dumping incidents after the area has been cleaned. The collaboration of volunteers (some of whom represented a church group, a trail organization, a watershed association, and a mountain biking group), Washington Township, who provided a cleanup crew and free disposal at their transfer station, and Keep Pennsylvania Beautiful, who provided expertise and loaned surveillance cameras to the Forest, helping improve the illegal dumping situation immensely. The camera footage has helped develop much stronger evidence, leading to increased numbers of convictions. Most illegal dumpers are residents from nearby, according to Todd Ottinger, a ranger at the forest who investigates these crimes and estimates that about 40 percent of illegal dumpers in the forest are

Tackling Litter at the (Grass) Roots

In 2012 two Somers, New York women who were frustrated by constantly seeing litter along their town's roadways formed Citizens for the Beautification of Somers (dba Somers Litter Task Force). Through word of mouth they identified other individuals known to be picking up litter along the roadways of Somers, allowing the group to expand to its current size of seven. The group was granted non-profit status in December 2014, which has helped them secure additional sponsorships from individuals and businesses. The group has established bylaws and a board, including a president, vice president, secretary and general counsel. The organization originally held just one annual cleanup event in the spring, but now holds a second cleanup event annually in the fall. This year's spring event will last for nearly the entire month of April. The group also held a high school art contest to develop an image for no littering signs on all roadways entering the town. The organization's focus has been on cleanup events and roadway adoptions. Members also approach businesses to ask that they keep the area in front of their locations clean. The mission of the citizen group includes promoting the beautification of Somers, as well as educating the public about the importance of keeping roadside and public areas "clean and green."

The group is somewhat limited by its size, resources, and number of volunteers they can obtain. Events have been growing each year; however the group has not been able to obtain significant assistance from the town and the state although they indicate they are supportive, and litter laws remain largely unenforced.



*Winning Sign Design by
Anna Gemo*

Event Success

In some cases collaboration may exist to develop a specific event, like a workshop or conference. In that case, having successful attendance, obtaining positive comments and feedback (from a post-event survey) can be used to assess the degree of success.

4. Potential Challenges with Collaboration

While collaboration, or working together to achieve a common goal, can make sense, it can also present challenges. Between organizational structures, personalities, and institutional habit, not to mention other challenges that can arise, it is important to have realistic expectations about collaborating. Unintended negative consequences can and do occur during the collaborative process. These unintended consequences can be avoided by being aware of their potential, and by adopting specific strategies that are part of collaborating effectively. Key potential challenges, and strategies to avoid or mitigate them, are provided in Table 2.

Table 2: Potential Challenges and Strategies to Overcome Them

Potential Challenge	Strategies to Combat the Challenge
1) Schedule challenges among the group	<ul style="list-style-type: none"> • Meet only as needed. • Communicate via email. • Share documents via email/online document sharing forum.
2) Organizational conflicts of interest/differing priorities	<ul style="list-style-type: none"> • Carefully vet organizations before deciding to collaborate. • Clearly state goal of collaboration up front, before obtaining commitment. • Put goal of group/effort in writing.
3) Personality conflicts	<ul style="list-style-type: none"> • Be up front about goal of organization and meetings. • Select individuals carefully, vetting first if appropriate and able. • Ensure group has strong leader that facilitates meetings.
4) Poor group dynamics	<ul style="list-style-type: none"> • Ensure group has strong leader that can keep group on track. • Have a clear goal and meeting schedule. • Acknowledge efforts and successes. • Stay positive.
5) Lack of commitment/follow through among members	<ul style="list-style-type: none"> • Put responsibilities and timeframe in writing – share among members early on and ask for feedback. • Have strong leader that can follow up with members individually as needed. • Establish memorandum of understanding between organizations, if necessary. • Solicit support, encouragement from local leaders or other entities, if appropriate and possible.
6) Outcomes do not justify the cost/resources involved	<ul style="list-style-type: none"> • Choose participants carefully. • Establish clear and aligned objectives of the group. • Be accountable – track progress and report progress to group and other leaders, as appropriate. • Keep shared vision in forefront. • Establish a timeframe to achieve objectives and milestones. • Identify additional means of obtaining resources if needed – e.g., through businesses, local agencies, or grants.
7) Loss of flexibility in working practices	<ul style="list-style-type: none"> • Ensure roles and responsibilities are clearly laid out. • Choose participants carefully. • Establish clear and aligned objectives for the group.
8) Loss of autonomy	<ul style="list-style-type: none"> • Establish clear and aligned objectives for the group. • Choose participants carefully. • Keep shared vision in forefront. • Clearly describe participants' role, if appropriate, via a press release/news article.
9) Resources are	<ul style="list-style-type: none"> • Keep shared vision in forefront.

Potential Challenge	Strategies to Combat the Challenge
diverted from main objective	<ul style="list-style-type: none"> • Choose participants carefully. • Establish clear and aligned objectives for the group. • Ensure roles and responsibilities are clearly defined.
10) Members of the group lose motivation/enthusiasm	<ul style="list-style-type: none"> • Tout and celebrate successes – consider issuing a press release/writing a letter to the editor or otherwise eliciting media support to inform the public of the goals of the group and progress made to date. • Choose a well-respected and skilled leader who can keep the group positive and verbalize appreciation for contributions. • Ensure meetings have a purpose. • Consider having a team-building outing. • Keep shared vision in forefront. • Solicit support from community leaders and elected officials.

The Environmental Crimes Task Force of Central Ohio

The Solid Waste Association of Central Ohio (SWACO) is the lead agency for The Environmental Crimes Task Force of Central Ohio, which was established in 1991. The task force meets monthly, and works to achieve the goals and activities described in their strategic plan. SWACO is the primary funding agency, with revenues earned on generation fees charged on disposed waste – which is how all solid waste authorities in Ohio are funded. Organizations/members of the task force include:

- Office of the Franklin County Prosecuting Attorney – 1 assistant prosecutor
- Franklin County Sheriff's Office – 2 detectives and 1 part-time administrative assistant
- City of Columbus Division of Refuse – 1 city inspector
- Franklin County Public Health – 1 registered sanitarian
- SWACO – 1 program manager

Meetings are held monthly at the Franklin County Sheriff's Office. The SWACO member facilitates the meeting, which typically lasts 2 to 2.5 hours. The majority of time is spent discussing progress of ongoing projects and efforts. Ongoing efforts include maintaining the www.itsacrime.org website, receiving and responding to reports of litter and illegal dumping. Those reported as littering are sent a letter describing the penalties associated with littering. In addition, task force members conduct frequent monitoring, in some cases using surveillance cameras, particularly in areas of Columbus with shared 300-gallon alley containers, which tend to attract illegal dumping. The team also developed an Environmental Resource Guide for law enforcement personnel that is distributed through training conducted by Keep Ohio Beautiful. Task force members also conduct training for law enforcement officers within the county as well as at the Federal Law Enforcement Training Center and at the Ohio Police officer training academy. They also meet with law enforcement officers and prosecutors in surrounding counties to help them strengthen the enforcement and prosecution of litter and illegal dumping laws.

The task force operates with a budget of about \$375,000 annually (it funds the positions listed above). Current goals include updating the www.itsacrime.org website and making better use of data it obtains.

In 2014 the ECTF brought forward 38 violators who were collectively sentenced to 65 months in jail, with an additional 17.5 years of suspended jail time as a guarantee of good behavior. The violators collectively served 400 hours of community service and were ordered to pay \$79,129.74 in fines and restitution. Over 1500 environmental crimes were investigated in 2014, and 538 litter notification letters were sent out.

Task force members attribute much of their success to the fact that they have an environmental court with a single judge who has expertise in environmental crimes and who takes litter-related crimes seriously. They note that timely, effective prosecution of environmental crimes is a strong deterrent. The Environmental Crimes Task Force prompted the formation of the Franklin County Environmental Court.

Benefits and Challenges of Collaboration:

1) I have been involved in collaborative efforts in which the following unintended consequences took place:

2) These unintended consequences could have been avoided if:

3) The benefits of the collaboration were:



Photo 10: Horry County via WMBF News

Appendix A – Sample Online Illegal Dump Report Form

ILLEGAL DUMP FREE PA

Report It

If you know the location of any illegal dumpsites, please help by completing the information below and submitting to Keep Pennsylvania Beautiful who will share with the appropriate agency.

Report an Illegal Dump Site

Data from Entries

Date *

Is this dumpsite located on: *

- ☐ Private Land
- ☐ Public Land
- ☐ State Game Lands
- ☐ State Parks & Forests
- ☐ Don't know

Location of Dumpsite

*

(please provide as much identifying information as possible; use route numbers/ names, names of state park/forest, game land number, landmarks, etc.)

Township/Municipality Name: *



The Iowa Department of Natural Resources (DNR) and Keep Iowa Beautiful are working with your community to address illegal dumping. You can help by completing this brief, five-minute questionnaire. Responses are, and will remain, anonymous. When done, return the questionnaire by following the directions on the back. Postage has been pre-paid. Your answers will help make your community's efforts as effective as possible.

Thank you for taking the time to read through and complete this questionnaire.

Knowledge/Awareness – (Circle the appropriate response)

In general:		
Do you know it is illegal to dump junk outside of designated sites?.....	Yes	No
Do you know how to tell if something has been dumped illegally?	Yes	No
Within your community:		
If you see an illegal dumping incident, do you know how to report it?	Yes	No
Do you know how to properly dispose of items such as furniture, tires and appliances? ...	Yes	No
Do you know what the penalties are for illegal dumping?	Yes	No
Within the last year, have you seen:		
A site where you believe material was illegally dumped?.....	Yes	No
A person you believe was dumping material illegally?	Yes	No
If you answered Yes to either of the above, did you do anything about it?.....	Yes	No

Attitudes Regarding Illegal Dumping – Indicate your level of agreement with the following statements:

(Circle the appropriate response)

	Disagree	Somewhat Disagree	Somewhat Agree	Agree
Illegal dumping negatively affects the environment	1	2	3	4
Illegal dumping has a negative economic effect on a community	1	2	3	4
Illegal dumping has a negative effect on public health and safety.....	1	2	3	4
Illegal dumping negatively affects the appearance of a community	1	2	3	4
Illegal dumping is a problem in our community	1	2	3	4

Potential Impact – What effect do you believe each of the following would have on discouraging illegal dumping?

(Circle the appropriate response)

	None	Slight	Moderate	Major
Telling people that not dumping is the "right thing to do"	1	2	3	4
Presenting a message emphasizing community pride	1	2	3	4
Reminding people there is a fine for dumping.....	1	2	3	4
Reminding people of the costs to clean up illegally dumped items	1	2	3	4
Establishing a toll-free hotline for reporting illegal dumpers	1	2	3	4
Increasing the enforcement of illegal dumping laws	1	2	3	4
Increasing fines and penalties for illegal dumping	1	2	3	4
Publicizing convictions for illegal dumping	1	2	3	4
Providing rewards for turning in illegal dumpers	1	2	3	4
Providing education on proper disposal and recycling	1	2	3	4
Providing education on the effects of illegal dumping	1	2	3	4
Other (specify)	1	2	3	4

Appendix B – Sample Citizen Perception Litter Survey

(place tape here)

Behavior / Action – (Circle the appropriate response)

Are you likely to report an illegal dumping site if you find one? Yes No
Are you likely to report a person you believe is dumping material illegally?..... Yes No
Would/do you support efforts to reduce illegal dumping in and around your community?..... Yes No

Information Sources – Within the past year, have you seen or heard: (Circle the appropriate response)

The slogan: "Take a Stand for Your Land." Yes No
A telephone number for reporting illegal dumping in your area..... Yes No
Any other information about illegal dumping Yes No

If you answered **Yes** to any of the above, what was the source? (Check [✓] all that apply)

☐ Newspaper ☐ Television ☐ Bumper sticker ☐ Poster
☐ Radio ☐ Billboard ☐ Windshield decal ☐ Litter Bag
☐ Brochure/Flyer ☐ Business card ☐ Portable display ☐ Insert in paper
☐ Other (please specify) _____

Background Information (Check [✓] the appropriate response)

Marital Status: ☐ Single ☐ Married ☐ Other **Gender:** ☐ Male ☐ Female
Age: ☐ 18-25 ☐ 26-39 ☐ 40-64 ☐ 65 and over
Do you have school-age children? ☐ Yes ☐ No **Do you live inside city limits?** ☐ Yes ☐ No
Annual Household Income: ☐ Less than \$24,999 ☐ \$50,000 to \$74,999
☐ \$25,000 to \$49,999 ☐ \$75,000 or more

Thank you, you're done! Fold along the dotted line (address showing), tape shut (top center) and mail.

Source: Keep Iowa Beautiful

<http://www.keepiowabeautiful.com/research/research-and-special-studies>

Appendix C – Additional Resources

Community Tool Box -- A free, online resource for those working to build healthier communities and bring about social change. Initially funded with seed money from the Kansas Health Foundation, and supported in later years by the Robert Wood Johnson Foundation and revenues through Kansas University work group services, the Community Tool Box team's mission is to promote community health and development by connecting people, ideas, and resources.

<http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/create-objectives/main>

Foundation Center – Tools for non-profit collaboration

<http://foundationcenter.org/>

Mind Tools – Guidance for career-building, including many tools and strategies for successfully building and leading teams.

www.mindtools.com

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