Working Together to Make a Difference

Place-Based Collaboration: Connecting Communities with Natural Resources and the Environment

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Gail Bingham
RESOLVE
gbingham@resolv.org

Overview

- Why collaborative problem solving matters
- What collaborative problem solving is and a bit of history
- Principles for how collaboration can make a difference *[not a cookbook – tailor the approach; shared learning philosophy]*

- References

Collaboration Matters

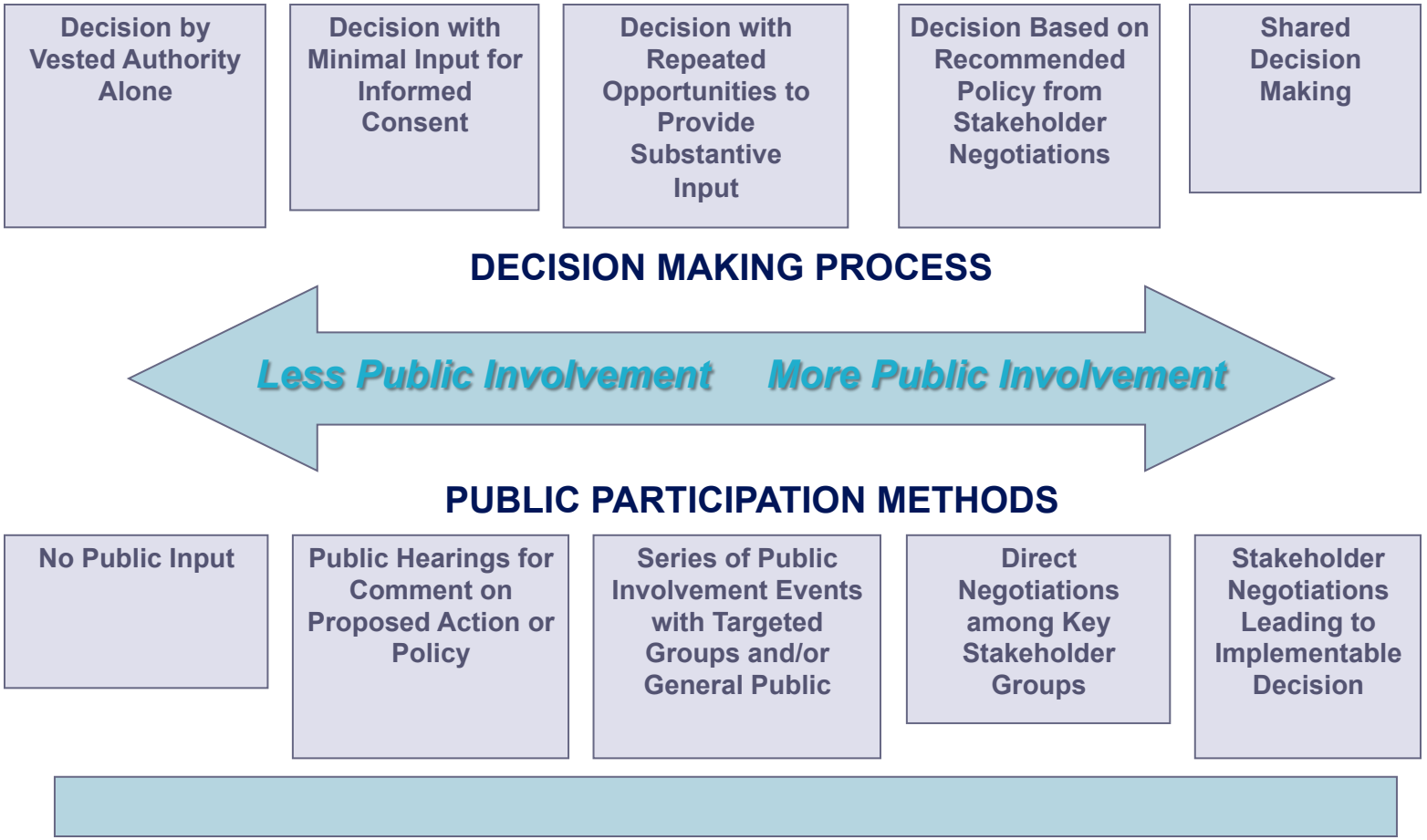
- **There are a lot of perspectives–** *We have different interests, expertise, and perspectives about what is in the public interest.*
- **The problems are complicated –** *We genuinely need one another's ideas and help, both to find better solutions and to implement them.*
- **Our institutions are complicated -** *No one person or entity can unilaterally impose their will (for very long).*
- **It's what makes us strong –** *Freedom and responsibility go together.*

What is Collaboration?

And what it isn't!

- **Collaboration is:**
  - A mutual effort
  - Intended to achieve solutions that meet diverse interests
  - A variety of tools and approaches
  - A challenge
- **Collaboration is NOT:**
  - A box to check
  - One size fits all
  - Quick and easy

A Range of Options / Outcomes



Collaborative Approaches

taken from EPA Public Involvement Policy 2003

Information Exchange Provide and exchange data, opinions & options	**Recommendations** Provide non-binding, but influential advice or recommendations	**Agreements** Reach implementable agreement or settlement
• Meetings with individual interested parties • Public hearings • Public meetings • Focus groups • Citizen Advisory Groups • Workshops • Roundtables • Listening sessions • Facility tours	• Advisory Committees • Scoping sessions • Policy Dialogues • Technical workshops • Joint fact-finding processes on scientific, technical, or other data • Task Forces • Blue Ribbon Committee • Citizen Advisory Boards	• Negotiated Rulemaking • Consensus permits • Settlement of litigation or enforcement actions • Memorandum of Understanding (MOU) • Statement of Principles (SOP) • Allocations of Liability or Costs. •Commissions •Other forms of joint decision making

History of Collaboration in Env/ Natural Resources

- Context of the 1960s and 70s:
  - Environmental issues gained currency.
  - New statutes were game changers.
    … *and provided new forums for growing differences to emerge as disputes*.
  - Positives and negatives depended on one's perspective.
    … *opportunities for (and resistance to) new solutions and polarization/high transaction costs (rights expressed).*

"There has to be a better way…" many voices

History of Collaboration in Env/ Natural Resources

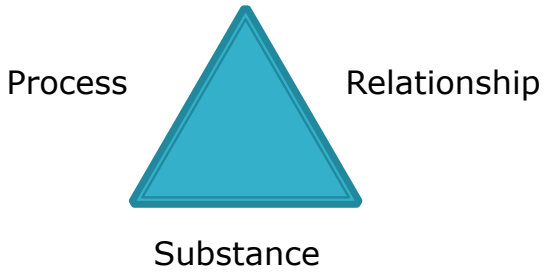
- Experimentation in the 1970s:
  - Application of mediation to racial disputes in 60s.
  - Ford Foundation grant to experiment with mediation of environmental issues.
  - First mediated environmental dispute – flood control dam on Snoqualmie River (1972-73)
  - Planners and others also were experimenting with visioning and other processes in communities
  - RESOLVE founded in 1977

History of Collaboration in Env/ Natural Resources

- Expansion from the 1980s to today
  - From dozens, to hundreds, now to thousands of collaborative processes around the country.
  - Almost any issue you could think of.
  - Local to regional to national and international scales.
  - All kinds of conveners and probably thousands of practitioners.
  - All combinations of parties, from all private to all public to a mix.
- Institution building from the 1990s on
  - Statutes and policies
  - Federal and state centers of expertise
  - A body of literature and training opportunities

A Few Basics

- Consider Three Dimensions of Success



- Good Listening Skills
  - *Really listen; it's not about your rebuttal*
  - *What's right in what another is saying? And ask why*

- "Principled" Negotiation *from "Getting to Yes"*
  - *Focus on interests not positions*
  - *Develop multiple options (separate inventing from deciding)*
  - *Use objective criteria*
  - *What's the alternative to collaboration?*

Ten Principles*

- Clarity of purpose (*informed commitment and commitment to use the process to inform decisions)*
- Timeliness in relation to decisions
- Inclusiveness *(balanced, voluntary representation)*
- Collaborative problem formulation and process design *(group autonomy; process impartiality)*
- Focus on implementation
- Accountability *(good faith communication)*
- Openness *(transparency)*
- Adequate capacity and resources
- Commitment to shared learning
- Iteration between analysis and broadly based deliberation

**multiple sources*

Or maybe a few more…

Iteration between analysis and broadly based deliberation WITH:

- Availability of decision-relevant information*
- Explicit attention to both facts and values
- Explicitness about analytical assumptions and uncertainties
- Independent review
- Reconsideration of past conclusions

* *Note: a personal view is that stakeholders and scientists each play important roles in these tasks. AND, that we should defer to the stakeholders on what questions are decision relevant and to scientists on the information and analyses to answer those questions.*

Problem Solving Stages –
Key Concept: It's a Learning Process

Stage	Desired Outcome
1. Situation Assessment and Process Design	Agreement on: ▪ purpose ▪ product ▪ process (who, when…)
2. Substantive Dialogue ▪ Opening ▪ Middle ▪ Closure	Achieving: ▪ Shared understanding of problem ▪ Exploration of possible outcomes ▪ Recommended solutions
3. Implementation	Observable Change

Technical Info and Collaborative Efforts

- Shared consideration of whether and how technical information and analyses will be beneficial
- Define objectives of the information/analysis jointly
- Ensure participants understand the strengths and limitations of information, modeling, or other analyses and how it will be used in decision making
- Clear understanding of the time and cost considerations and sufficient resources to accomplish goals
- Joint selection of technical experts / info sources
- Full disclosure of relationships with parties
- Clear roles for scientists, facilitators, advisors, etc and some overlap in expertise/concepts

Resources

- Memorandum on Environmental Collaboration and Conflict Resolution (OMB CEQ 2012)

  http://www.ecr.gov/pdf/OMB_CEQ_Env_Collab_Conflict_Resolution_20120907.pdf

- Public Participation in Environmental Assessment and Decision Making (NRC 2008)

- Guiding Principles for the Use of Technology in ECR Processes (Technology and ECR Coordinating Committee supported by USIECR and USDOI)

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Thank you!

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