

Seeking Solutions to Difficult Environmental Problems

# Effective Collaboration in Natural Resources Management

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# Why bother?

- Landscape scale issues.
- Very few decisions in natural resources are made in a vacuum.
- Not sure of the extent of the problems or the extent of the solutions...both are generally unknown
- Maximize gains among all parties

# Problem Complexity

- Multiple parties, issues, time considerations
- Conflicting value orientations
- Policy and precedent
- Science & technology (cognitive demands)
- Uncertainty and ambiguity
- High stakes

# Collaboration

- The process and structures of public policy decision making and management that engage people constructively across the public, private and nonprofit sectors in order to carry out a public purpose that could not otherwise be accomplished.

Adapted from Emerson, K., Nabatchi, T., & Balogh, S. (2011). An Integrative Framework for Collaborative Governance. *Journal of Public Administration Research and Theory*.

# Collaboration & Negotiation

- Two sides to the same coin.
- Collaboration is ‘negotiation’ among many parties.
- It is FOTE: a Full, Open and Transparent Exchange.
- The result is a collaborative decision.
- Negotiation in this sense is a positive-sum game, not a zero-sum game.
- To make positive gains, one must help other stakeholders make gains too.

# Collaboration is Difficult

- We often position ourselves for a zero-sum outcome
- We lack a systematic approach for preparing and conducting collaboration
- We are limited by institutional and cultural norms
- We are trapped by ego and emotion

# But, Very Possible

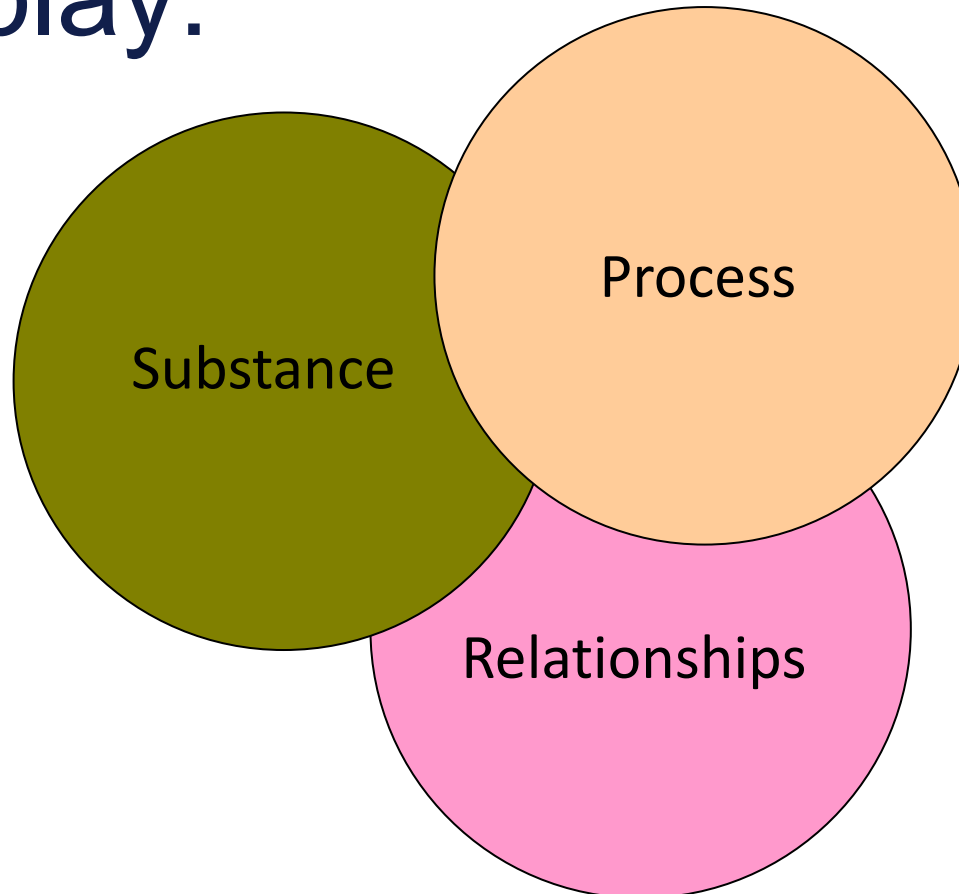
Platte Valley, Wyoming Range and Mule Deer, Sage Grouse, Black Hills forestry, Governor's Task Force on Forests – many examples of successful collaboration in WY.

## Requirements:

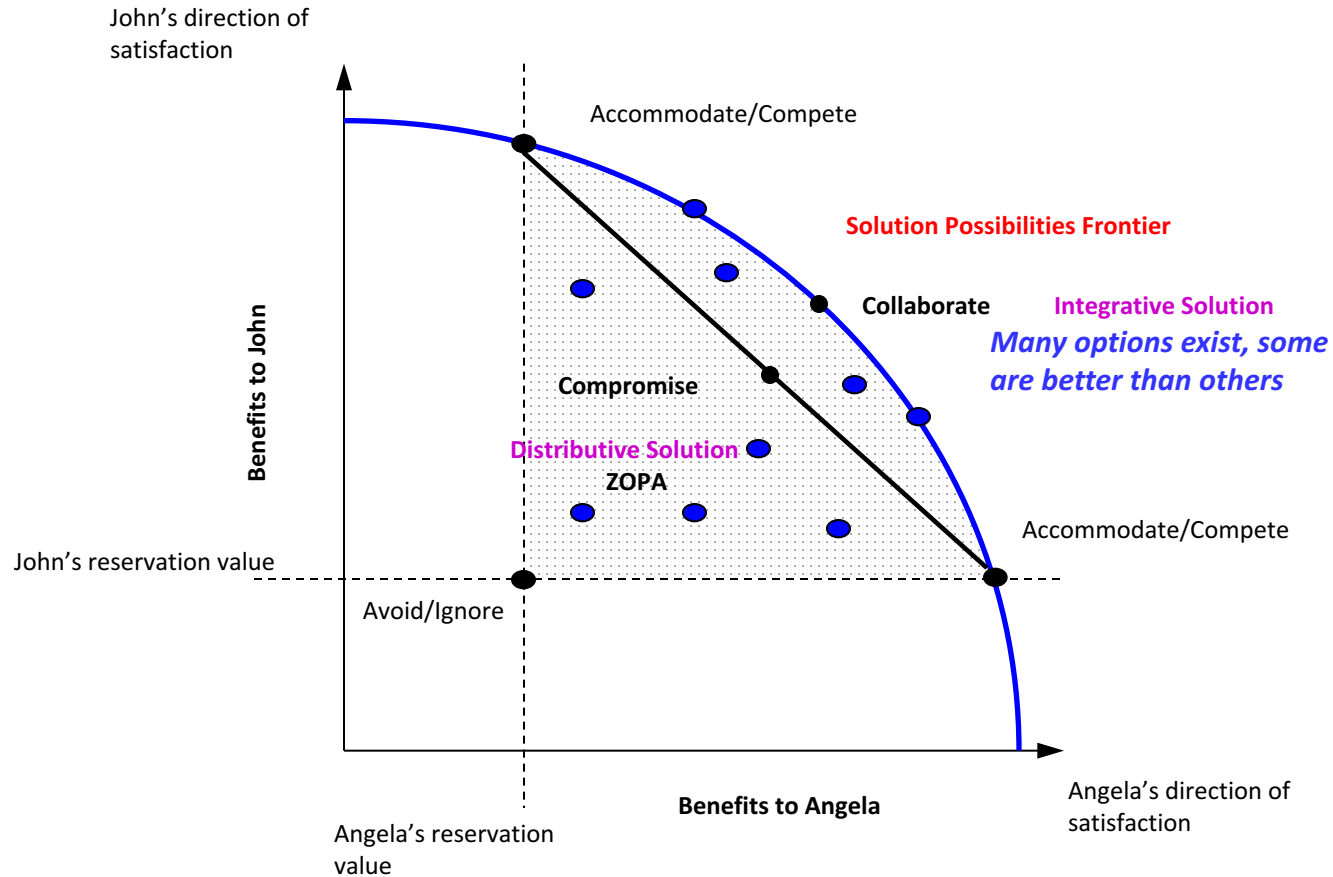
- Recognize possibilities for mutual gain
- Help constituents understand how collaboration works and can benefit them.
- Listen, ask questions, find common ground.
- More than any facilitator, you can make this successful.

# THE COLLABORATIVE PROCESS

# In any collaboration, 3 domains are in play:



# CREATING VALUE

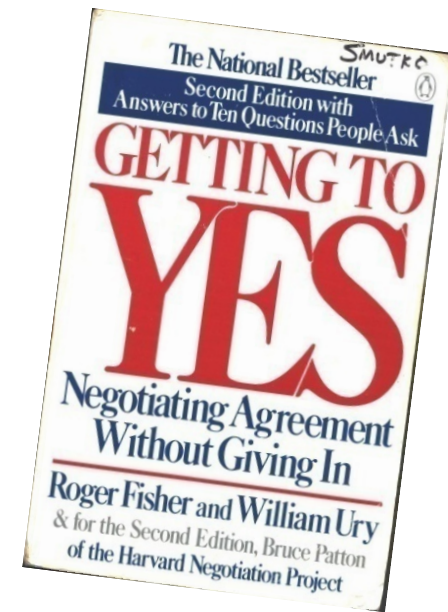


# The Challenges

1. Engaging in a logical and robust consensus building process while accommodating conflict.
2. Creating value for all stakeholders

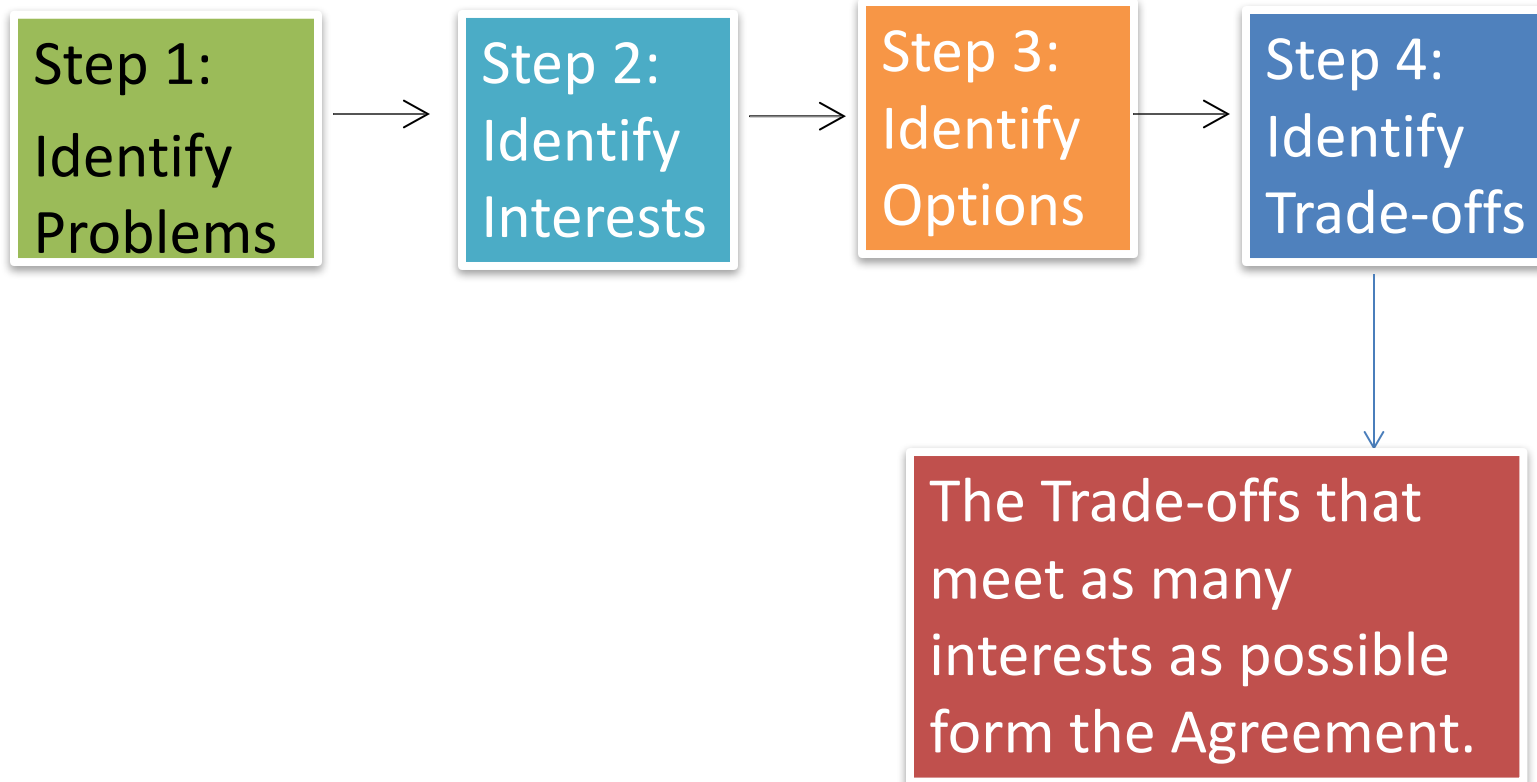
# Principled Negotiation

- Separate the people from the problem
- Focus on interests not positions
- Generate options for mutual gain
- Evaluate options using objective criteria





## A Consensus-Building Process



# Step 1: Identify Problems

- Learn how different stakeholders view the problem.
- Avoid assumptions.
- Will allow participants to gain insight into what options are going to be most feasible.
- Allows participants to gain clarity on the scope of work ahead.

# Step 2: Identify Interests

- Learn what is important to different stakeholders and why.
- Will allow participants to gain insight into what trade-offs are going to be most feasible.
- Allows participants to gain clarity on where there is the most disagreement and where there appears to be more agreement.

# Step 3: Identify Options

- Identify all the possible solutions that exist.
- During option generation, participants learn in more depth from each other about the issue and the possibilities.

# Step 4: Identify Trade-Offs

- Explore the pro's and con's of all options.
- Explore the level of agreement with all options.
- Find as many options as possible that meet as many interests as possible
- This is the hard work.
- This is where agreement will emerge if it exists.

# Collaboration Drivers

- Leadership
- Consequential incentives
- Interdependence
- Uncertainty

# Why bother?

- Landscape scale issues.
- Very few decisions in natural resources are made in a vacuum.
- Not sure of the extent of the problems or the extent of the solutions...both are generally unknown.
- You may end up with a solution that no one could have predicted and is a win-win.

Thunder Basin Cooperative Working Group Process Matrix			
Phase and Purpose	Phase 1: Discussion regarding Charter, Interests and Issues in relation to the prairie-dog colony management	Phase 2: Detailed Discussion regarding the Black-Tailed Conservation Assessment and Management Strategy	Phase 3: Continue Cooperation on Other Topics
Meetings	Meeting 1: Charter, Interests, Issues and Information	Meeting 2: Charter, Review Prairie Dog Strategy, Explore Information, Start Creating Options based on Issues.	Meeting 6: Determine Adaptive Management Process for Prairie Dog Strategy project implementation.
		Meeting 3: Explore Information, Start Creating Options based on Issues.	Explore next topics.
		Meeting 4: Explore Information, Start Creating Options based on Issues.	
		Meeting 5: Discuss Trade-Offs and Explore Agreement.	
Product	Provide the Working Group with the opportunity to discover the issues, why they are important and create a process that will address them.	A list of implementation options for use by all land managers regarding prairie dog management and the level of agreement with each option.	<p>Ongoing meetings to explore implementation of Strategy.</p> <p>Address other important subjects in the TBNG area</p>

Topic	Key Points
Prairie dogs	<ul style="list-style-type: none"><li>• Prairie dog control methods, control areas, and boundaries</li><li>• Economic factors</li><li>• Will black footed ferrets be reintroduced? (Based on that answer, continue discourse regarding prairie dog colony management)</li><li>• Methods for revegetating prairie dog mounds and towns</li><li>• Decrease hostility between stakeholders and prevent conflict</li><li>• Cattle, pasture and range management . Use multiple species approach</li><li>• Incentives for landowners . Black footed Ferrets</li></ul>
Regulations, rules, policies, and laws	<ul style="list-style-type: none"><li>• USFS rules, regulations, and “hard lines” regarding prairie dog colony management</li><li>• USFS staffing decisions regarding prairie dog colony management</li><li>• Consistency of decision making among staff members</li></ul>
Sage grouse	<ul style="list-style-type: none"><li>• Grazing patterns and usage possible</li><li>• Recreational use</li><li>• Sage grouse life cycle areas</li><li>• Consequences of sage grouse core designation (private property rights)</li><li>• Sage grouse and predation dynamics</li><li>• Relationship with fire</li><li>• Sage brush</li><li>• Timing of fires</li></ul>
Energy	<ul style="list-style-type: none"><li>• Federal moratorium</li><li>• Socio-economic impacts</li><li>• Reclamation</li><li>• Gaps in bonding</li><li>• Sage grouse and split estate</li></ul>
Grasslands	<ul style="list-style-type: none"><li>• How to maintain, improve and reduce fragmentation</li><li>• Emphasize riparian areas</li><li>• Focus on the cottonwood region</li><li>• Determine existing range and grazing communities</li><li>• How to improve conditions on the grasslands?</li></ul>
Recreation	<ul style="list-style-type: none"><li>• Maintain hunting opportunities</li><li>• Off-road damage from ATV’s</li></ul>
Economy	<ul style="list-style-type: none"><li>• Goods and services provided for local and national economy</li><li>• Coal, oil and gas, other energy production</li><li>• Wildlife based-tourism and recreation</li></ul>
Ecosystem	<ul style="list-style-type: none"><li>• Healthy grasslands for all species</li></ul>

# Resources for Working Group and Public

- Desired Conditions:  
[https://www.uwyo.edu/haub/\\_files/\\_docs/ruckelshaus/collaboration/2015-tbng/2016-thunder-basin-collaborative-learning-workshops-report.pdf](https://www.uwyo.edu/haub/_files/_docs/ruckelshaus/collaboration/2015-tbng/2016-thunder-basin-collaborative-learning-workshops-report.pdf)
- Website: <https://www.uwyo.edu/haub/ruckelshaus-institute/collaborative-solutions/thunder-basin/index.html>
- Dropbox File for Working Group only.



Questions?