Building Bridges through Collaborative Governance
Audubon Council of Washington
Annual Meeting
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“Sometimes I think the collaborative process would work better without you.”
Many Theories, Fields, Sub-Fields

- Alternative Dispute Resolution
- Collaborative Governance
- Collaborative Public Policy
- Mediation
- Consensus Building
- Collaboration
- Collaborative Learning
- Collaborative Natural Resource Management
- Community-Based Collaboration
- Engagement
- Enhanced Public Involvement
- Environmental Conflict Resolution
- Dialogue and Deliberation
- Deliberative Democracy
- Intergovernmental Cooperation
- Group Theory
- Collective Action
- Collaborative Public Management
- Interest-Based Negotiation
- Stakeholder Engagement
- Facilitation

Collaborative Governance

“Develop effective, lasting solutions ... that go beyond what any sector could achieve on its own.” -- Policy Consensus Initiative (2007)

“Engage non-state stakeholders ... collective decision-making process ... formal, consensus-oriented ... make or implement public policy” -- Ansell and Gash (2008)

“Engage ... public agencies, levels of government, ... public, private and civic spheres to carry out a public purpose that could not otherwise be accomplished.” -- Emerson, Nabatchi, Balogh (2012)
Stages of Collaborative Decision Making

1. **CONVENE**
   - **Purpose:** Assess the issue or problem to be resolved.
   - **Key Areas:**
     - Assess the issue or problem to be resolved.
     - Identify who needs to be involved and how represented.
     - Assess adequacy of commitment and resources.
     - Design process and strategy.

2. **SEEK AGREEMENT**
   - **Purpose:** Determine how best to organize the group to achieve its purpose and outcomes.
   - **Key Areas:**
     - Training in collaboration.
     - Establish ground rules and operating procedures.
     - Determine purpose and outcomes.
     - Agenda setting for education phase.

3. **EDUCATION**
   - **Purpose:** Develop common base of understanding among the group.
   - **Key Areas:**
     - Review history and context.
     - Joint fact-finding.
     - Develop common information base.
     - Explore issues and interests.
     - Develop common understanding of problem and issues.

4. **NEGOTIATION & RESOLUTION**
   - **Purpose:** Arrive at agreements that everyone can live with and feel committed to implement.
   - **Key Areas:**
     - Develop decision making criteria.
     - Generate options.
     - Link and package agreements.
     - Reconcile conflicting interests and develop agreements.
     - Integrate implementation into agreements.

5. **IMPLEMENTATION**
   - **Purpose:** Connect agreements to external decision making and build capacity for implementation.
   - **Key Areas:**
     - Link agreements to external decision making.
     - Define responsibilities and timelines.
     - Develop system for monitoring implementation.
     - On-going adaptive management and collaborative decision making.

Conditions Favorable To Initiate a Collaborative Process

- No constitutional rights or basic societal values at stake.
- Primary parties are identifiable and willing to participate.
- Potential areas for agreement; multiple issues for trade-offs.
- Each party has legitimate spokesperson.
- Potential deal-breakers are at the table.
- No party has assurance of a much better deal elsewhere.
- Parties anticipate future dealings with each other.
- Adequate resources and funding to support the effort; realistic timeline for completion.
- Relative balance of power among the parties.
- External pressures to reach agreement.
• **Mission:** help parties involved in complex public policy challenges in State of Washington and Pacific Northwest tap university expertise to develop collaborative, durable, effective solutions.

• **Vision:** Center envisions a future in which government leaders, policy makers, and citizens routinely employ tools of collaborative decision making to design, conduct, and implement successful public policy processes.

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Project Criteria

- Consistent with Center's vision, mission, policies and scope.
- Center's involvement acceptable to those directly affected and in authority.
- Addresses important public policy issues or community needs.
- Sponsorship and support to promote meaningful results and follow through.
- Cost-effective.
- Universities add unique value, expertise, other resources that help project reach successful resolution.

Services

- Initial Consultation
- Situation Assessment
- Collaborative Process Design
- Facilitating and Managing
- Building Collaborative Capacity
- Applied Learning Opportunities
- Common Information Base
How do you define resilience?

Other Projects

- Collaborative Health Policy Initiative
- Spokane River Toxics Task Force
- Career Colleges Regulation
- SR 530 (Oso) Landslide Commission
- Columbia River Salmon Assessment
- Public Records Act Assessment
- Aviation Biofuels
- Capitol Lake Assessment
- Puget Sound Monitoring
- Collaborative Capacity Building/Training
Recurring Lessons

• Goals and objectives need to be clear, concise, and shared by those at table and those receiving the results.
• Start with a shared vision of the future.
• Include all whose support is needed for implementation.
• Determine if anyone has a “BATNA.”
• Make sure everyone is at the table voluntarily.
• Avoid consensus “fallbacks.”
• Have a clear definition of consensus.
• Involve a neutral, third party facilitator.

Discussion/Q&A

• Are there processes occurring in your region, state, county, watershed, city, etc. that meet the definition(s) of collaborative governance I provided?

• Are there issues that seem to fit the criteria for a collaborative process?

• Do you see potential for collaboration to help Audubon meet its needs/interests (versus implement particular solutions)?

• Do you want to know more about collaborative governance, the Ruckelshaus Center, or any of the projects I only briefly mentioned?

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