

A publication of the United States Environmental Protection Agency
EPA'S COLLABORATION NETWORK NEWS



"Public Involvement brings the pieces together"

Spring 2007

For the past several months your editorial group has been gathering materials for this issue of *Network News* without a stated theme. When I read through the collection, it quickly became clear that nearly everything addressed some aspect of the changing roles, expectations and relationships of the public and government in the processes and business of government.

You will find summaries of recent reports (with links to the complete versions), announcements of conferences, descriptions of new tools and more. Your editorial team hopes you will enjoy reading this issue and will continue to forward our mailing to your colleagues, partners and networks.

To help continue information sharing through *Network News*, please e-mail me [bonner.patricia@epa.gov] notices, news releases, announcements, and URLs with content that you feel will interest readers. *Pat*

In This Issue:

- ◆ **The Changing Landscape of Public Engagement** -- Pat Bonner notes some of the ideas expressed in several recent publications examining the "changing roles" of government and the public in Public Involvement.
- ◆ **Cooperative Conservation Listening Sessions Final Report (Summary)**
-- As a follow-up to the President's Conference on Cooperative Conservation held in St. Louis in August 2005, the federal government hosted 25 Cooperative Conservation public Listening Sessions across the United States between August 9 and October 9, 2006. EPA and four other government agencies along with the White House Council on Environmental Quality all hosted sessions.
- ◆ **Big Meetings Generate Momentum for Big Easy** -- Local political leaders are praising the large-scale, high-tech town meetings that engaged thousands of New Orleanians in as many as 21 cities at a time, according to a new Harvard University study. The meetings increased both the credibility and momentum of rebuilding plans for the post-Katrina city, according to Abigail Williamson, a consultant at Harvard's Kennedy School of Government.

- ◆ **WestCAN Partnership Begins** - - The Forest Service Northern Region and the National Forest Foundation are supporting the Western Collaboration Assistance Network (WestCAN) to advance the field of collaborative stewardship within the region.
- ◆ **The Top Ten Marine and Coastal Cooperative Conservation Lessons Learned (Summary)** - -The Subcommittee on Integrated Management of Ocean Resources (SIMOR) seeks to identify and promote opportunities for collaboration and cooperation among federal agencies and to build partnerships among federal, state, tribal and local authorities, the private sector, international partners, and other interested parties.
- ◆ **Back to the Future** - - More than eighty years ago Mary Parker Follett stated her ideas about public involvement/ deliberative democracy, citizenship and how the public and government could solve problems together. Pat Bonner underscores a few of Follett's ideas -- items that resonated for her -- from books published in 1918 and 1924.

New Resources



Policy Consensus Institute Issues Three New Guides:

1. **Getting The Most Out of Public Hearings: Ideas To Improve Public Involvement:** This pamphlet explores these questions and offers practical ideas to maximize the effectiveness of public hearings. It is not a sequential "how-to" list of steps for planning and holding public hearings. It is an inventory of ideas for improving public involvement, each of which may be useful for some public hearings.
2. **Planning Public Forums: Questions to Guide Local Officials:** This pamphlet provides practical steps to help local leaders build their capacity to use public forums effectively.
3. **Civic Engagement: A Guide for Communities:** This guide, published by [Arlington Forum](#), makes the case that civic engagement is a healthy way to solve problems by using the metaphor of civic engagement as a practice that a community does to improve its health. The authors, Palma J. Strand and Melinda D. Patrician, co-founded the Arlington Forum, a local initiative of the Civic Organizing Foundation, in 1999.

The three guides can be found at www.policyconsensus.org in the February 2007 Newsletter.



UDAF Releases Behavior Change Guidebook for Water Educators/Watershed Groups

[\[http://www.ag.utah.gov/conservation/GettingYourFeetWet1.pdf\]](http://www.ag.utah.gov/conservation/GettingYourFeetWet1.pdf)

A new guidebook recently released by the Utah Department of Agriculture and Food (UDAF) will help watershed managers and other water education professionals improve natural resources by urging citizens to adopt more natural resource-friendly practices.

Getting Your Feet Wet with Social Marketing: A Social Marketing Guide for Watershed Programs, is designed to teach individuals or groups how to successfully promote behavior changes in their local area to targeted groups of people. Though this guide specifically addresses soil and water conservation and water quality efforts, it is based on principles that can be used in any aspect of society.

“Making people aware of a problem and the solutions that are available is only part of the battle,” said Jack Wilbur, UDAF public information specialist and principle author of the guide. “If you want to change people’s behavior, you have to make it worth their while. You have to make the new behavior seem more attractive than not changing.”

Those that can benefit from this publication include water quality educators and managers, park and public land managers, wildlife managers, and groups who work directly with agricultural producers or residential citizens to protect and conserve natural resources.

The 143-page publication is available as a free electronic (pdf format) **download** from the Department’s website [<http://www.ag.utah.gov/conservation/GettingYourFeetWet1.pdf>].



New Book Offers Techniques To Communicate Effectively In A Diverse World

[<http://www.studycircles.org/en/article.475.aspx>]

The new book *Ouch! That Stereotype Hurts* focuses on helping people identify their biases, explore ways to reduce them and communicate in more inclusive, bias free ways. For more information go to [<http://www.studycircles.org/en/article.475.aspx>] .



The National Forest Foundation [<http://www.natlforests.org>] Is Increasing Its Support For Collaboration In Two Ways:

1. The Community Assistance Program will provide operational funds of up to \$15K over two years to support a collaboration effort. The biggest anticipated cost of a true collaborative process is contracting with a third-party facilitator. This program does not require a 1:1 non-federal match of funds. Look for the 2008 deadline on the (www.natlforests.org) . The staff contact is Adam Liljeblad (aliljeblad@natlforests.org).
2. See this issue's WestCAN article (http://www.epa.gov/pubinvol/networknews/westcanpartnershipbegins_article.html)



The web site www.partnershipresourcecenter.org provides partnering and collaborative organizations and government agencies' staff with information and access they can use to enhance working relationships. Click on "resources for partnerships" to find links to information on specific topics, including possible funding sources, monitoring and evaluation, success stories, and tools and guides.

Featured Upcoming Events

MAY 8-9, 2007: Boston, MA *Staying Grounded When on the Spot: A Skill-building Workshop for Facilitators*

Participants learn to quickly and effectively handle the inevitable surprises and challenges of facilitation in this two-day workshop with veteran trainers Bob Stains and Maggie Herzig. Through presentations, exercises, case examples, and discussion, participants develop skills in staying focused and staying grounded, even in difficult moments. http://www.publicconversations.org/pcp/index.asp?page_id=239&catid=51

June 7-9, 2007 Jupiter, FL *Environment and Public Policy Section (EPP) of the Association for Conflict Resolution* [\[http://www.acrnet.org/conferences/index.htm\]](http://www.acrnet.org/conferences/index.htm)

The Environment and Public Policy Section (EPP) of the Association for Conflict Resolution will be meeting on the campus of Florida Atlantic University, Jupiter, Florida (near North Palm Beach and four miles inland from the Atlantic coastline). The conference starts in the early afternoon on Thursday, June 7, and ends at noon on Saturday, June 9, 2007.

In order to better understand the role of neutral and collaborative leaders in creating long-term institutional change, four themes will guide our discussions. These themes allow us to explore and examine the meaning of our work and the results it achieves. The themes are:

- The role of collaborative leadership in promoting public decision making around issues of importance to communities
- The relationship between our practice as conflict resolvers and efforts to promote deliberative democracy
- Dynamic tensions between our professional norms and practices to resolve particular disputes and the long-term viability and development of collaborative decision making
- Options for advancing the field of public dispute resolution to a skeptical public

Each theme will be introduced to the participants-at-large by a keynote speaker or invited panel. Following these presentations, participants will further develop these themes in concurrent sessions. ACR may also offer sessions on topics that are not directly related to the themes

For more information about this event please visit:

[\[http://www.acrnet.org/conferences/index.htm\]](http://www.acrnet.org/conferences/index.htm)

June 19-22, 2007: Jacksonville, FL

EPA 10th Community Involvement Conference & Training

[\[http://www.epa.gov/ciconference/\]](http://www.epa.gov/ciconference/)

EPA's Community Involvement Training Conference (CIC) will be celebrating its tenth year on June 19-22, 2007, in Jacksonville, Florida. The CIC brings together more than 450 people from EPA and its federal, state, tribal, and local partners who plan and implement environmental community involvement, partnership, stewardship, outreach, and education programs.

The 2007 conference theme, *Community Involvement: Celebrating the Past, Looking to the Future*, underscores the educational value of highlighting lessons from the successes of the past ten years and also exploring forward-looking, innovative approaches for government to interact with communities to promote the protection and sustainability of our environment.

The conference features plenary sessions and topical discussions with dozens of engaging and interactive concurrent sessions. It also includes field trips demonstrating the power of effective community involvement and cooperative conservation efforts in the Jacksonville/St. Augustine area, screenings of outreach videos and demonstrations of new computer learning tools, a poster session, exhibits, and a variety of networking opportunities and evening activities to add value and fun to the experience. Visit this site to register for the conference: [\[http://www.epa.gov/ciconference/\]](http://www.epa.gov/ciconference/)

Featured Articles

The Changing Landscape of Public Engagement

Pat Bonner

In 2006, *Network News* urged readers to look at "Public Deliberation: A Manager's Guide to Public Engagement," by Carolyn Luckensmeyer and Lars Hasselblad Torres, of AmericSpeaks

[\[http://www.businessofgovernment.org/main/publications/grant_reports/details/index.asp?GID=239\]](http://www.businessofgovernment.org/main/publications/grant_reports/details/index.asp?GID=239). In the Introduction (page 7) the authors state: "In this guide we hope to make the case for two key shifts in public administration. The first is a shift from information *exchange* models to information *processing* models of citizen engagement. The second is a shift from citizens as *consumers* to active *shapers* of government policies and programs [Note source: Cornwall and Gaventa, 2001. From Users and Choosers to Makers and Shapers: Repositioning Participation in Social Policy. Brighton, UK: Institute for Development Studies] We believe that these two basic adjustments toward viewing citizen engagement as fundamentally knowledge building and necessarily influential within the administrative process can have profoundly positive benefits to the substance, transparency, legitimacy, and fairness of policy development as well as the general view of government held by citizens."

The authors conclude (page 44) that: “Rethinking public engagement is a critical challenge for federal agencies in the 21st century. In an era of declining trust in public institutions, public flight from politics and urgent issues that require collaborative solutions, we encourage federal managers to rethink the way government engages with the public. We want to stress in particular the emerging role of government as convener, and to think about ways agencies can contribute to the growth of an infrastructure for engagement.” The authors recommend a series of six internal reforms that agencies can begin implementing on their own (page 45) and five external reforms (pages 45 -46) that may require “substantial, nearly government-wide reforms” to create the “infrastructure for engagement.”

In November 2006, The Work Foundation, a London-based research and consultancy organization, released “Deliberative Democracy and the Role of Managers,” (<http://www.theworkfoundation.com/products/publications/azpublications/publicvaluefinalreport.aspx>)

The researchers propose that “people who receive public services...should not be seen as passive consumers, but citizens with democratic rights, whose wishes need to be respected through a serious, renewed and continuous focus on their refined preferences and priorities. Honoring what the public values most, rather than hitting centrally imposed targets, should be the principal aim of all public servants.” In essence, they say that “the job of the public manager is to maximize public value.” Find the report @ [].

In March 2007, IBM's Center for the Business of Government released “Reflections on 21st Century Government Management”, the first publication in its 2008 Presidential Transition Series. [http://www.businessofgovernment.org/main/publications/grant_reports/details/index.asp?gid=284] In it are essays by professors Donald Kettl (University of Pennsylvania) and Steven Kelman (Harvard). [Note: Close the first page on the web site, and the report page will appear.]

Professor Kettl's discussion focuses on “five imperatives for the performance of American government in the 21st century:

- a policy agenda that focuses more on problems than on structures
- political accountability that work more through results than on process
- public administration that functions more organically... , through heterarchy, than rigidly through hierarchy
- political leadership that works more by leveraging action than simply by making decisions
- citizenship that works more through engagement than remoteness” (page 9)

He notes on the last point (page 15) that: “effective 21st century government requires a new role for citizens, one that requires them to rethink their connection to – and involvement in- the pursuit of the public interest”

Professor Kelman suggests five trends -- if there is a focus on performance (page 40):

- performance measurement and management
- improved contract management
- interorganizational collaboration
- choice and competition
- efficiency-promoting budget reforms

On the trend of collaboration he notes (page 46): “For interorganizational collaboration between government and the private or voluntary sectors, the main driver of collaboration is the view that organizations outside government possess resources in terms of capacity and/or legitimacy that help in solving public problems, so collaboration enhances the ability to achieve public purposes. For interorganizational collaboration inside government, the main driver of collaboration is to try to overcome inevitable tensions and trade-offs among different organization-design departmentalization decisions.”

Professor Kelman suggests that collaborative governance across sectors is the newest and therefore the trend most likely to change and develop in the next decade. Among the policy and research areas needing work as the trend expands he includes (page 48):

- partnerships – why they work or don’t and the performance consequences in different contexts
- the special managerial skills and mind-set required for the newer kinds of partnerships
- democratic theory questions about public-private collaborations – i.e., when do they add legitimacy to public actions (the assumption of the enthusiasts) and when do they raise questions about illegitimate interest group control of policy formulation.

The Center has launched an interactive, web-based conversation and invited readers of the essays to offer their reactions @ [\[http://www.businessofgovernment.org/transition2008\]](http://www.businessofgovernment.org/transition2008). The Center has asked the following questions to encourage response:

- Do you think Professors Kettl and Kelman got it “right in their essays?”
- Are there other new trends ...that you would like to add to the discussion?
- Are there topics or subjects that you think the IBM Center for the Business of Government should commission research reports on in the coming months? Are there real life examples of public sector organizations demonstrating new approaches to management that are worthy of case studies?

Most recently, on April 4, 2007, the Working Group on Community Engagement in Health Emergency Planning of The Center for Biosecurity (University of Pittsburgh Medical Center, Baltimore, MD) released recommendations to mayors, governors, and health officers on why and how to involve local civic networks in preparedness. The

report can be found @ [\[http://www.upmc-biosecurity.org/website/focus/community_engage/2007_working_group/index.html\]](http://www.upmc-biosecurity.org/website/focus/community_engage/2007_working_group/index.html).

The Working Group notes that: “In the context of a health emergency, strong partnerships between authorities and local civic networks can augment officials’ ability to govern in a crisis, improve application of communally held resources, and reduce social and economic costs”

Three of the findings directly relate to the changing relationships between government and the public:

- Adept crisis managers engage community partners prior to an event, and do not just hone their media skills (Community engagement...is a two-way exchange of information that allows for joint learning and problem solving over time and that outlines the responsibilities of authorities, local opinion leaders, and citizens at-large about a matter of public concern.)
- Partnerships provide leaders the wisdom and courage to weigh tradeoffs and confront difficult scenarios. (The community engagement model keeps a dialogue going about complex issues, and it brings together diverse parties to create and implement solutions. This kind of collaboration has helped communities navigate through tough issues that combine personal values with scientific and technical information, including “brown field” management, environmental health, and nature conservation.)
- Certain ingredients are necessary for genuine community engagement. (...community engagement in health emergency policy requires top level support, proper budgeting, dedicated personnel, careful planning, and tracking of success. ...involving citizens in the policymaking process will more likely succeed if laid upon some prior structure. Deliberate outreach—through trusted intermediaries—to groups ...typically absent from the policymaking table will be necessary to include the perspectives of the poor, the working class, the less educated, recent immigrants, and people of color.)

One of the Working Group’s recommendations is that: “Federal authorities should make a sustained national investment in local health emergency preparedness systems that collaborate with civic groups and incorporate citizen input.”

Current examples of intergovernmental collaborations, multi level public/private collaborative problem solving partnerships in public engagement and new partnerships to support collaborative work follow.

Cooperative Conservation Listening Sessions Final Report

<http://www.cooperativeconservation.gov/sessions/sessionsfinalreport122006.pdf>

As a follow-up to the President’s Conference on Cooperative Conservation held in St. Louis in August 2005, the federal government hosted 25 Cooperative Conservation public Listening Sessions across the United States between August 9 and October 9, 2006. The Departments of Agriculture, Commerce, Defense, and Interior; the Environmental Protection Agency; and the White House Council on Environmental

Quality all hosted sessions. Public participants attending provided their comments directly to high-ranking officials representing one or more of the five host agencies. Citizens submitted comments via mail, fax, and email. All comments were compiled and analyzed with equal importance.

To help focus public input, Americans were asked to share their ideas about the following five questions:

1. How can the federal government enhance wildlife habitat, species protection, and other conservation outcomes through regulatory and voluntary conservation programs?
2. How can the federal government enhance cooperation among federal agencies and with states, tribes, and local communities in the application of environmental protection and conservation laws?
3. How can the federal government work with states, tribes, and other public- and private-sector partners to improve science used in environmental protection and conservation?
4. How can the federal government work cooperatively with businesses and landowners to protect the environment and promote conservation?
5. How can the federal government better respect the interests of people with ownership in land, water, and other natural resources?

The public offered input at many scales and ranges; for example, individuals spoke for themselves about very specific issues; elected officers of non-government organizations commented on behalf of their large memberships about national or state legislation; individual business owners or representatives of business associations commented about local, regional, or national concerns; government and tribal officials at all electoral levels spoke on behalf of their constituents about a wide range of issues, policies, and regulations.

The open-ended “Listening Session” methodology honors the diversity of opinion in the United States. Predictably, this methodology elicited a full range of often passionately felt public pro/con opinion and experience. A result different from a “voting booth” or forced-choice polling approach that, by necessity, reduces variability in citizen input to arrive at majority or plurality decision—and thus, “winners and losers.”

Yet, the thousands of Listening Session comments required some form of systematic analysis to facilitate compilation, interpretation, and understanding, and because of the different forms of submission (verbal, electronic and written/hard copy), different methods were employed to conduct the analysis.

Thematic analysis and key-word analysis were used to categorize Listening Session comments. Session transcripts and written comments were reviewed for common themes. Additionally, Atlas.ti was used to search all electronic files (transcripts and e-mailed submissions) for (a) thematic similarities and (b) 250 selected keywords of special interest to the federal agencies that participated in the Listening Sessions.

Major categories that emerged for analysis and characterization included:

- Climate Change
- Cooperative Conservation
- Corporate Responsibility
- Drilling in Arctic National Wildlife Refuge (NWR)/Alaska (and other)
- Environmental Laws (General)
 - o Clean Water Act (CWA)
 - o Endangered Species Act (ESA)
 - o National Environmental Policy Act (NEPA)
- Everglades Restoration Project
- Farm Bill
- Forestry Issues
- Funding
- Leadership/Staffing
- Native American/Tribal Issues
- Oil and Gas Drilling/Mining (General)
- Private Lands
- Public Lands
- Technology
- Urban Sprawl/Development
- Miscellaneous - National
- Answers to 5 Cooperative Conservation Questions
- Regional and State Issues

For a detailed analysis of above topics, please see the full report

[<http://www.cooperativeconservation.gov/sessions/sessionsfinalreport122006.pdf>]

Of the many scales of issues and ranges of opinions that emerged in the Listening Sessions, perhaps the most telling of all was the range of opinions that participants expressed toward “Cooperative Conservation” as a problem-solving model. These opinions became obvious during the course of thousands of comments, and ranged from embracing, to guarded but hopeful, to skeptical, to opposed.

These thousands of opinions identified general characteristics of “Cooperative Conservation” that would help the citizenry and the federal government (as the public servant of the citizenry) reach mutually beneficial goals, while satisfying personal, corporate, and government obligations. Through their comments, participants in these Listening Sessions identified characteristics and qualities associated with Cooperative Conservation, including the following:

- Trust
- Mutual respect in partnerships
- Personal/corporate responsibility
- Agency accountability
- Regulatory rationality
- Exemplary science
- Commitment of public policy and finance
- Coordination and outreach among agencies and partners
- Commitment to the community’s economy
- Commitment to the next generation, and the next....

Practically all those offering comments through the Listening Session process expressed a willingness to engage in Cooperative Conservation. But if even one quality were lacking, many participants expressed concerns about outcomes. Most commenters closed by thanking the “guest listeners” for the opportunity to be heard. It was obvious to many that this “thank you” was more than a gratuitous final gesture—it expressed an appreciation that, regardless of where speakers and listeners stood on the issues at hand—the process of one person speaking to another, expressing their hopes, concerns, bad experiences, good experiences, and recommendations for actions—is the purest, most direct, and most gratifying form of governance.

Big Meetings Generate Momentum for Big Easy

Local political leaders are praising the large-scale, high-tech town meetings that engaged thousands of New Orleanians in as many as 21 cities at a time, according to a new Harvard University study. The meetings increased both the credibility and momentum of rebuilding plans for the post-Katrina city, according to Abigail Williamson, a consultant at Harvard’s Kennedy School of Government.

“Citizen Participation in the Unified New Orleans Plan (UNOP),” says that local political leaders began backing UNOP because the meetings, called Community Congresses, “gathered a representative mix of citizens, enabling conversation across differences.” Working with local UNOP planners, AmericaSpeaks coordinated technology and facilitators for the sessions.

Participation at the Community Congresses reflected the demographic profile of pre-Katrina New Orleans: 25% with annual household incomes below \$20,000 and 64% African-Americans. The meetings featured interactive jumbo-scale televisions, tabletop keypad polling and groupware computers to identify the collective priorities of New Orleans’ citizens across 21 cities. Participants also received on-the-spot summaries of their work at each meeting.

Public officials cited the variety of participation, involvement of citizens who remained displaced around the country and the ability of the participants to deliberate as key factors about their support for the meetings. “I think it has done more to bring credibility to the table than all of the little individual meetings that people go to,” City Council member Cynthia Hedge-Morrell told Williamson.

The City Planning Commission is currently reviewing and modifying the plan prior to approval. After this, City Council and the Mayor will review and revise the plan before final adoption.

“Citizen Participation in the Unified New Orleans Plan” can be downloaded from <http://www.americaspeaks.org> (right side, Latest Publications, first item)

The Top Ten Marine and Coastal Cooperative Conservation Lessons Learned <http://cooperativeconservation.gov/library/index.html>].

The Subcommittee on Integrated Management of Ocean Resources (SIMOR) was formed in March 2005 as part of the ocean governance structure described in the President's Ocean Action Plan (www.oceans.ceq.gov). SIMOR focuses on implementing ocean, coastal, and Great Lakes management actions that will benefit from interagency coordination. Its work is designed to complement the efforts of individual Departments and Agencies, as well as other interagency groups.

SIMOR seeks to identify and promote opportunities for collaboration and cooperation among federal agencies and to build partnerships among federal, state, tribal and local authorities, the private sector, international partners, and other interested parties. These cooperative efforts will help develop and implement management strategies that ensure continued conservation of coastal and marine habitats and living and non-living resources while also ensuring that the American public enjoys and benefits from those same resources. In March 2006, SIMOR issued its formal workplan which describes specific activities intended to promote responsible use and management of our ocean and coastal resources.

The SIMOR identified four priorities as initial focus areas:

- Regional and local collaboration
- Use of ocean science and technology in ocean resource management
- Enhance ocean, coastal, and Great Lakes resource management to improve use and conservation
- Enhance Ocean Education

As its first work item under the regional and local collaboration focus area, SIMOR sought to capitalize on existing efforts to promote cooperative conservation and partnerships by highlighting examples of successful collaboration in this document. Its newly released report, "The Top 10 Marine and Coastal Cooperative Conservation Lessons Learned," provides some case study examples in order to encourage and advance partnerships in coastal and marine areas.

This report of the top 10 marine and coastal cooperative conservation lessons learned identifies lessons that states and regions could apply to their individual regional contexts. Building on the 2005 White House Conference on Cooperative Conservation, this report also includes recent examples from several SIMOR agencies, and other existing reports on cooperative resource management.

Each lesson is illustrated by examples of cooperative conservation partnerships. These examples come from around the country and include various combinations of partners including federal and state agencies, tribes, citizen groups, and non-profit organizations.

Lessons learned include:

1. Build leadership capacity — Develop champions and proponents of your efforts among a diverse set of stakeholders and at a variety of levels, from agency directors to watershed coordinators. Empower others to take initiative and get involved.

2. Encourage diverse and meaningful participation — Not only should all relevant stakeholders be actively involved when planning and developing local and regional partnerships and cooperative conservation projects, but the “right people” need to be at the table (e.g., community and opinion leaders, good communicators, people who understand the issues and have the backing of their associated organizations).

3. Secure a strong knowledge foundation — Integrate accurate scientific and technical knowledge, including community-based and traditional knowledge, into problem solving. Conservation decisions and activities need to take into consideration accurate information to put forward innovative, robust alternatives for decision-makers and to ensure that implementation is met with success.

4. Create incentives and remove obstacles — Encourage and sustain partnerships and collaborations through economic, fiscal, social, psychological, or cultural incentives and by removing barriers to participation.

5. Have a clear road map — Establish mutually agreed upon measurable goals and objectives, and include timeframes and mechanisms for evaluation. Often, the process of crafting these elements fosters ownership and helps establish meaningful working relationships, which is valuable in and of itself. While many projects include elaborate monitoring programs to measure progress, it is equally important to evaluate these results and establish a process to ensure that iterative decision-making reflects what was learned through monitoring and evaluation.

6. Maintain effective communication — Describe and agree to a shared vision, clarify roles and responsibilities and how agencies and organizations will work together early in the process. Include what the group hopes to accomplish, how it will work together, how decisions will be made on issues of shared concern, and the responsibilities of agencies, organizations, and individuals involved. Create mechanisms for ongoing communication to learn from successes and obstacles.

7. Be a good partner — Work to establish trust and transparency among partners. Develop a clear decision-making process, take time to learn what is important to partners, and stay committed to the effort.

8. Take advantage of low hanging fruit — Start with problems that are easily solved. Action is motivating.

9. Educate to foster a sense of shared stewardship — Take field trips, plan work days, and involve local community groups and schools. These types of activities are key to engaging, recruiting, and enlisting the many stakeholders and decision-makers required for long-term conservation efforts to succeed.

10. Leverage funding and resources — Do not rely on one source of financial support. By encouraging partner matches, projects are more secure, opportunities are provided for private sector involvement, and visibility of the effort is elevated.

The full report is available @ [\[http://cooperativeconservation.gov/library/index.html\]](http://cooperativeconservation.gov/library/index.html). When you scroll down to Conservation and Natural Resource Reports, it will be the first item.

WestCAN Partnership Begins

The Forest Service Northern Region, which encompasses 25 million acres and is spread over 5 states (northeastern Washington, northern Idaho, and Montana; and the national grasslands in North Dakota and northwestern South Dakota), and the National Forest Foundation are supporting the Western Collaboration Assistance Network (WestCAN) to advance the field of collaborative stewardship within the region. The National Forest Foundation (NFF) is able to provide support to collaborative efforts on National Forests and Grasslands of the Northern Region through a challenge cost share agreement with the Region.

NFF, in partnership with The Sonoran Institute, will enable WestCan to provide its services to Department of Interior organizations and community based groups throughout the Western States. (AK, AZ, CA, CO, HI, ID, KS, MT, ND, NE, NM, NV, OR, SD, UT, WA, WY).

WestCAN [http://www.natlforests.org/technical_assistance.html] seeks to broaden the community of people working together toward shared goals on public lands issues. By providing “nuts and bolts” technical assistance (including free information and referrals, an on line resources library, coaching and mentoring, facilitation and more) and documenting best practices and lessons learned, the organization hopes to raise the general knowledge and skill level of collaborative stewardship practitioners, prevent repetition of common mistakes and support collaborative decision-making on natural resource and growth issues.

WestCan encourages those experienced in the field to share their expertise with others new to collaboration to help everyone improve overall effectiveness, spur innovation, and recognize successes.

Contact Karen DiBari, WestCAN Coordinator, at (406) 542-2805 ext. 13 or 1-866-773-4NFF (4633) ext. 13, or email kdibari@natlforests.org with your ideas, requests and questions. Karen can help you directly, refer you to resources or link you with a coach, mentor or specialized technical assistance provider.

Back to the Future

Pat Bonner

More than eighty years ago Mary Parker Follett stated her ideas about public involvement/deliberative democracy, citizenship and how the public and government could solve problems together. Seen as a Prophet of Management by Peter Drucker – among others – the writings of or articles about Mary Follett’s ideas are worth exploring for their relevance to public engagement and conflict prevention/resolution. A few items, ones that resonated for me, from two of her key contributions follow.

Today, we hear about the need for capacity building, both within government agencies and among the public. Follett wrote in *The New State: Group Organization, The Solution for Popular Government, 1918*: “...Why should the next generation do any better than the present unless we are training our young men and women to a proper understanding of the meaning of good citizenship and the sense of their own responsibility? The need of democracy to-day is a trained citizenship. We must deliberately train for citizenship as

for music, art or trade.” She also stated: “Citizenship is not to be learned in good government classes or current events courses or lessons in civics. It is to be acquired only through those modes of living and acting which shall teach us how to grow the social consciousness.” [see http://sunsite.utk.edu/FINS/Mary_Parker_Follett/Fins-MPF-01.htm]

Public engagement practitioners know that everything we do depends on the quality of our relationships. In *The New State: Group Organization, The Solution for Popular Government* Follett wrote: “The study of democracy has been based largely on the study of institutions; it should have been based on how men behave together.” (1918: 19). She also noted: “We have an instinct for democracy because we have an instinct for wholeness; we get wholeness only through reciprocal relations, through infinitely expanding reciprocal relations” (p 157). The best decisions are integrative: “not based on my needs or yours, nor on a compromise between them or an addition of them, but on the recognition of community between us.” (p 79)

Six years later, in the concluding chapter of *Creative Experience* (1924), Follett further explained the basis of conflict prevention and resolution: “What I have tried to show in this book is that the social process may be conceived either as the opposing and battle of desires with the victory of one over the other, or as the confronting and integrating of desires. The former means non-freedom for both sides, the defeated bound to the victor, the victor bound to the false situation thus created--both bound. The latter means a freeing for both sides and increased total power or increased capacity in the world” (p. 301). “To free the energies of the human spirit is the high potentiality of all human association” (p. 303).

The Association for Conflict Resolution presents the Mary Parker Follett Award to honor individuals like her, people who have a passion and a willingness to take risks, tackle a contemporary problem or opportunity in the field of dispute resolution, have used innovative and experimental techniques and draw upon the talents and ideas of all persons involved.

If this short series of quotations from Mary Parker Follett’s works piques your interest in reading more of her philosophy, terrific. If you find other quotations worth sharing, send them to bonner.patricia@epa.gov with why her words intrigued you or how they apply to what you do.

If another writer’s work has been useful to you, please send a few examples of particularly relevant material with how the ideas helped you do your work.

Network News Staff

Pat Bonner	(202)566-2204	bonner.patricia@epa.gov
Leanne Nurse	(202)566-2207	nurse.leanne@epa.gov
Daria Willis	(202)566-2217	willis.daria@epa.gov



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