

COMMUNITY ENGAGEMENT AND COLLABORATIVE DECISION MAKING



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*Mid County Groundwater Stakeholder Advisory Committee
Soquel Creek Water District / Central Water District
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Presentation Agenda

- Introductions
- Definition of Terms
- Shifts from “Government” to “Governance”
- Spectrum of Public Participation
- Interest-Based Interaction
- Collaborative processes
- Group Discussion

Collaborative Definitions

- Issue – a matter or question in dispute, often stated as a problem
- Interest – a specific need or concern of a party that must be addressed for an agreement or plan to be satisfactory. Always tied to a specific motivator of need.
- Position – a statement or demand by a party as to how an issue should be resolved. Usually reflects what a stakeholder “wants” rather than what they need.

Definitions (Cont.)

- Multi-Interest Interaction – Engaging methods to identify and serve multiple interests
- Collaborative Problem Solving – Two or more parties craft a solution focusing on interest-based discussions
- BATNA – Best alternative to a negotiated agreement.
- WATNA – Worst alternative to a negotiated agreement

Government...to...Governance



Government compared to Governance

- ① Government – when public agencies have nearly sole discretion over policy decisions (e.g. water use, transportation, economic development, housing)
- ② Governance – when public agencies, societal organizations, and everyday people are collectively and actively involved shaping public policy

Changes: Then and Now

- Pre 1970s – Command & control decisions
- 1970 to 1980 – Foundational environmental compliance laws enacted – early examples of structured public engagement
- 1990s– Explosive growth of internet
- 2000s – Explosive growth of social media

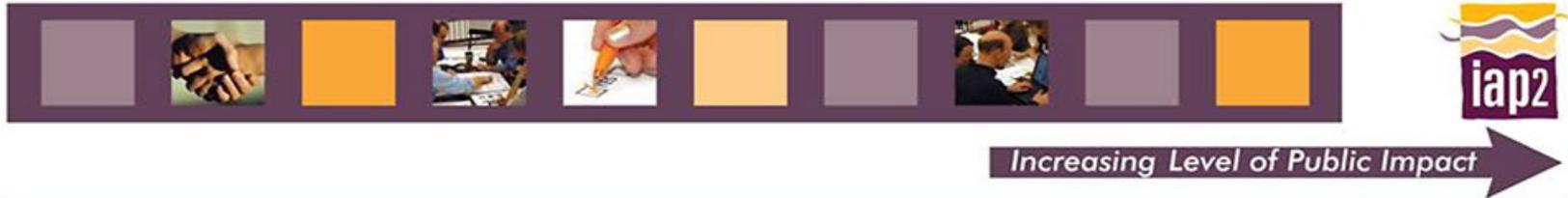
Ecology of Change – Change occurs when the change agent offers something better than the status quo

Shift to Governance

- ① Questioning of expert decision-making
- ① Loss of trust in elected officials and their surrogates
- ① Rising public expectations
- ① Emergence of big data and social media

IAP2 Spectrum

IAP2's Public Participation Spectrum



Inform

Consult

Involve

Collaborate

Empower

Public participation goal

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

To obtain public feedback on analysis, alternatives and/or decisions.

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

To place final decision-making in the hands of the public.

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory Committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision

Collaborative Fundamentals

- ◎ Fundamental Principles
 - “Enlightened Self Interest”
- ◎ Fundamental Commitment
 - Create benefit for self, and neutral or better outcomes for others
- ◎ Fundamental Approach
 - Consensus with Accountability

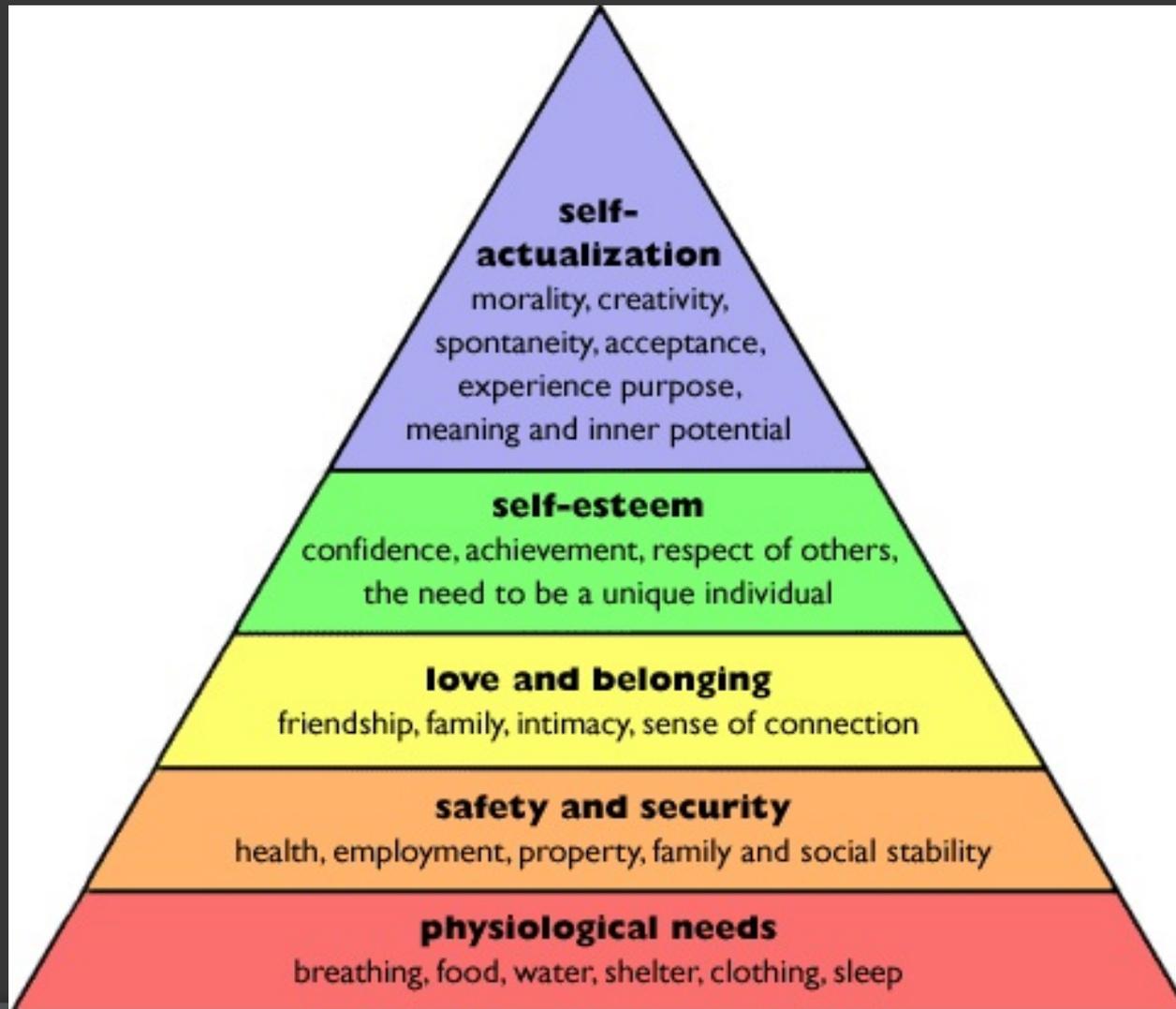
Collaborative Applications

- Stakeholder policy collaboratives
- Regulatory negotiations
- Public participation
- Visioning
- Strategic planning
- Internal agency issues
- Inter-agency issues
- Interpersonal issues

Interest-Based Interactions

- ◎ The most powerful interests are basic human needs:
 - Security for self and family
 - Economic well being
 - A sense of belonging
 - Recognition
 - Control over one's life
- ◎ Interests define the problem. Interests are what we need. Positions are what we want.

Maslow's Hierarchy of Needs



Interest-Based Interactions

- ⦿ Realize that each side has multiple interests
- ⦿ All interests are valid
- ⦿ Look forward not back
- ⦿ Be specific, but flexible
- ⦿ Be hard on the problem and soft on the people
- ⦿ Don't react
- ⦿ Step to their side
- ⦿ Don't reject, reframe
- ⦿ Make it easy for you to say "yes"
- ⦿ Make it hard for others to say "no"

Interest-Based Interactions

- ⦿ Don't bargain over positions
- ⦿ Encourage creative brainstorming
- ⦿ Invent options for mutual gain; “expand the pie”

Interest-Based Interactions

- Move beyond demands (positions) to asking “why?” and “what do you need?” (interests)
- Develop linked & durable agreements
- Build relationships as well as agreements

Stages of a Structured Collaborative Process

1. Assess issues and concerns
2. Organize stakeholders and create governance
3. Educate and learn about all stakeholder interests
4. Negotiate mutually acceptable solutions
5. Implement durable and sustainable outcomes

Process Comparison - Examples

Consult / Involve	Collaborate
Decision role resides at an Authority level	
Generally a “Y’all come party”	Generally by invitation
Ad hoc	Representative but not exhaustive
Limited capacity for consensus	Focus on consensus
Informational to decision-makers	Advisory to decision-makers
Shorter time frame	Longer time frame
Less expensive	More expensive
Less durable outcomes	More durable outcomes
More fractionalized	More unified
Reflects “government”	Reflects “governance”

Why is This Important to You?

1. Prop 1 has only \$100m for SGMA.
2. Prop 1 money won't be available until July 2015 at the earliest.
3. Regions with no plans or inadequate plans earn negative consequences.
4. SGMA delegates authorities to regulate, limit, or suspend GW production and assess fees BUT does not delegate alteration of surface water and GW rights under common law.

Why is This Important to You (cont.) ?

1. Therefore....each community / basin must decide:
 - *What is the organizational “sweet spot” that will make our Sustainable Groundwater Agency successful?*
 - *Will we be more consultative?*
 - *Will we be more collaborative?*
 - *What is the right fit?*

Thank You

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