

A group of people, including a BLM ranger, are gathered outdoors for a community collaboration session. The ranger, wearing a tan uniform and sunglasses, is gesturing towards a large tree. Several other people, including a man in a blue shirt and a man in a plaid shirt, are standing and listening. The background shows a dirt path, green shrubs, and a large, flat-topped mountain under a cloudy sky.

# COMMUNITY COLLABORATION TOOLBOX

Dr. Laura Van Riper, BLM  
Managing by Network

Spectrum of Public  
Engagement

Situation Assessment

Process Design  
Considerations

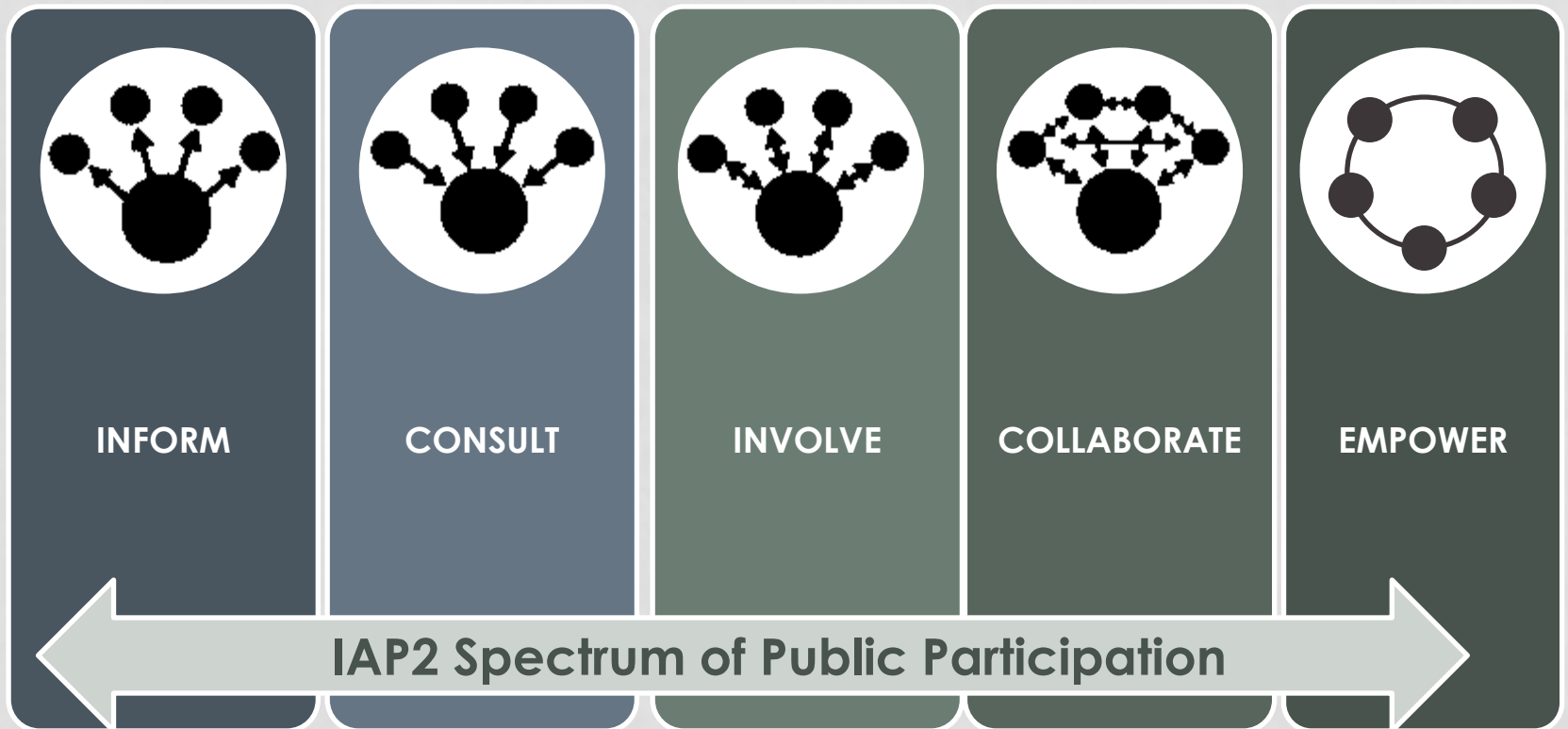




## SPECTRUM OF PUBLIC PARTICIPATION

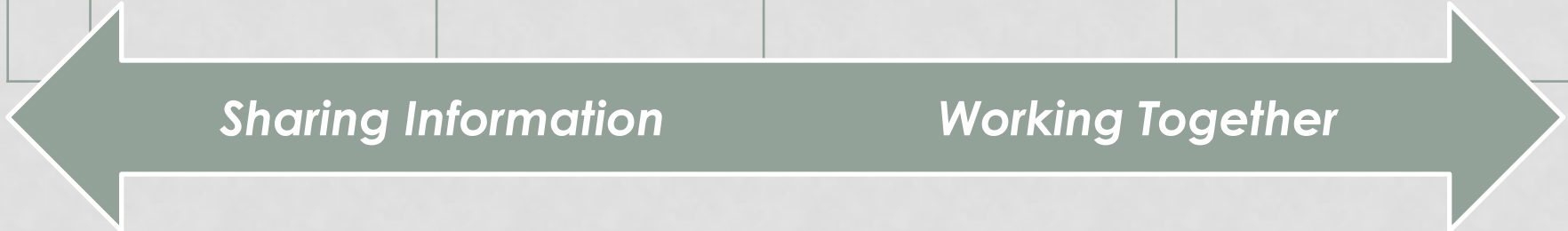


# What level of participation are you seeking?



# What is the goal?

	INFORM	CONSULT	INVOLVE	COLLABORATE
GOAL	Provide information to improve understanding of issues, alternatives and decisions	Obtain feedback on issues, alternatives, analysis, or decisions.	Consistently include partner and interested parties' input to ensure that concerns are understood and considered in decision-making.	Engage with partners and interested parties to jointly identify issues, develop alternatives and implement solutions.



*Sharing Information* *Working Together*

# What is the process?

	INFORM	CONSULT	INVOLVE	COLLABORATE
PROCESS	<p>Provide information that is timely, comprehensive, and accurate about a project or decision.</p>	<p>Keep partners and interested parties informed and listen to suggestions and concerns</p> <p>Describe how input will be considered in the decision-making process.</p>	<p>Work cooperatively with partners and interested parties to achieve common goals, objectives, and strategies.</p> <p>Communicate regularly on how input is informing alternatives analysis and decision-making</p>	<p>Directly engage partners and interested parties at each stage of decision making.</p> <p>Seek and incorporate advice to develop alternatives, recommendations, and solutions, to the maximum extent possible.</p>

# Valuing the Process

**Collaboration may save time and money long term.**

- Investing time and effort up-front builds relationships and trust.
- This often pays off later in reduced court fees or conflict, leveraged resources, goodwill, etc.

**If you want help with work, involve people in the process.**

- As you increase engagement, people perceive a more fair and inclusive process.
- You may discover new resources or options, and experience broader support for decisions.



# What are the tools?

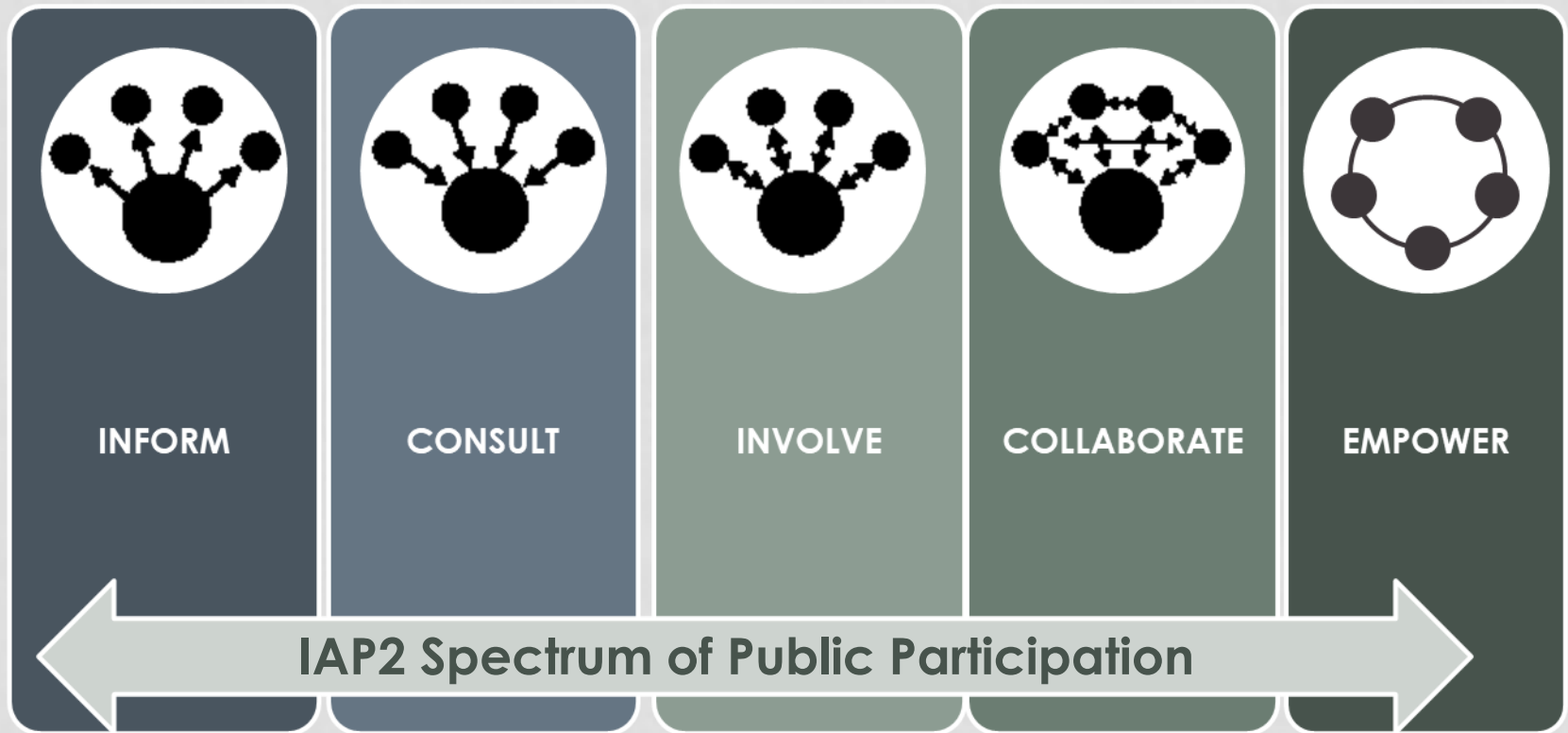
	INFORM	CONSULT	INVOLVE	COLLABORATE
<b>TOOLS</b>	Fact sheets Newsletter Website Open house Presentations Public meeting	Public comment Surveys Focus groups Consultation: Tribal, State Public meeting	Advisory committees Workshops Deliberate polling Cooperative monitoring	Consensus-building Joint fact-finding or co-production of knowledge Negotiated rulemaking Mediation



# How are decisions made?

	INFORM	CONSULT	INVOLVE	COLLABORATE
DECISIONS	Decision making exclusive to agency(ies).	Decision making exclusive to agency(ies).	Each partner retains autonomy in decision-making around common goals.	Shared decision making in context of legal authorities, typically based on consensus or modified consensus
	By agency with minimal attention to positions of others.	By agency with some attention to concerns and positions of others.	By agency with intentional consideration of others' concerns and positions. Side by side coordination of work.	By agency and partners, where shared interests align and each becomes willing to act on behalf of the group. Hand-in-hand collaboration to get work done.





Where is your partnership on the Spectrum?

*Sharing examples of process, tools, and decision-making*

# Debunking Myths

**Collaboration does not compromise your decision-making authority.**

- Each partner retains their authority at every stage.
- What changes is the degree to which others' concerns and interests are included in that decision making process.

**It is not “better” to be at one stage of participation than another.**

- Different approaches are appropriate depending on partner, situation, etc.
- We often use a mixture of approaches.

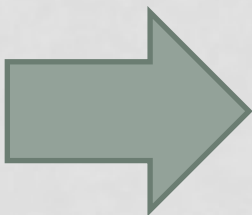
# Do we have to agree?

## Consensus-based processes

- Informal interactions that seek win-win solutions rather than compromise.
- “Informed consent” = I don’t agree but can live with it.

## Consensus decision

- Resolving issues to the degree that everyone agrees with the decision or supports the outcome.
- “Unanimous consent” = everyone must agree in full.



*Cooperative and collaborative efforts frequently use consensus-based processes even if not making consensus decisions.*



# Consensus-Based Process Elements

- Voluntary, inclusive and participatory process
- Impartial facilitator guides process
- Participants design and agree upon vision, purpose and process
- Participants learn together and from each other
- Focus on innovative solutions





## SITUATION ASSESSMENT & COMMUNITY ANALYSIS

# SITUATION ASSESSMENT

## Needed Information

- **Where:** The appropriate scale to address issues
- **What:** Range and nature of issues at play
- **Who:** Identification of interested parties and partners

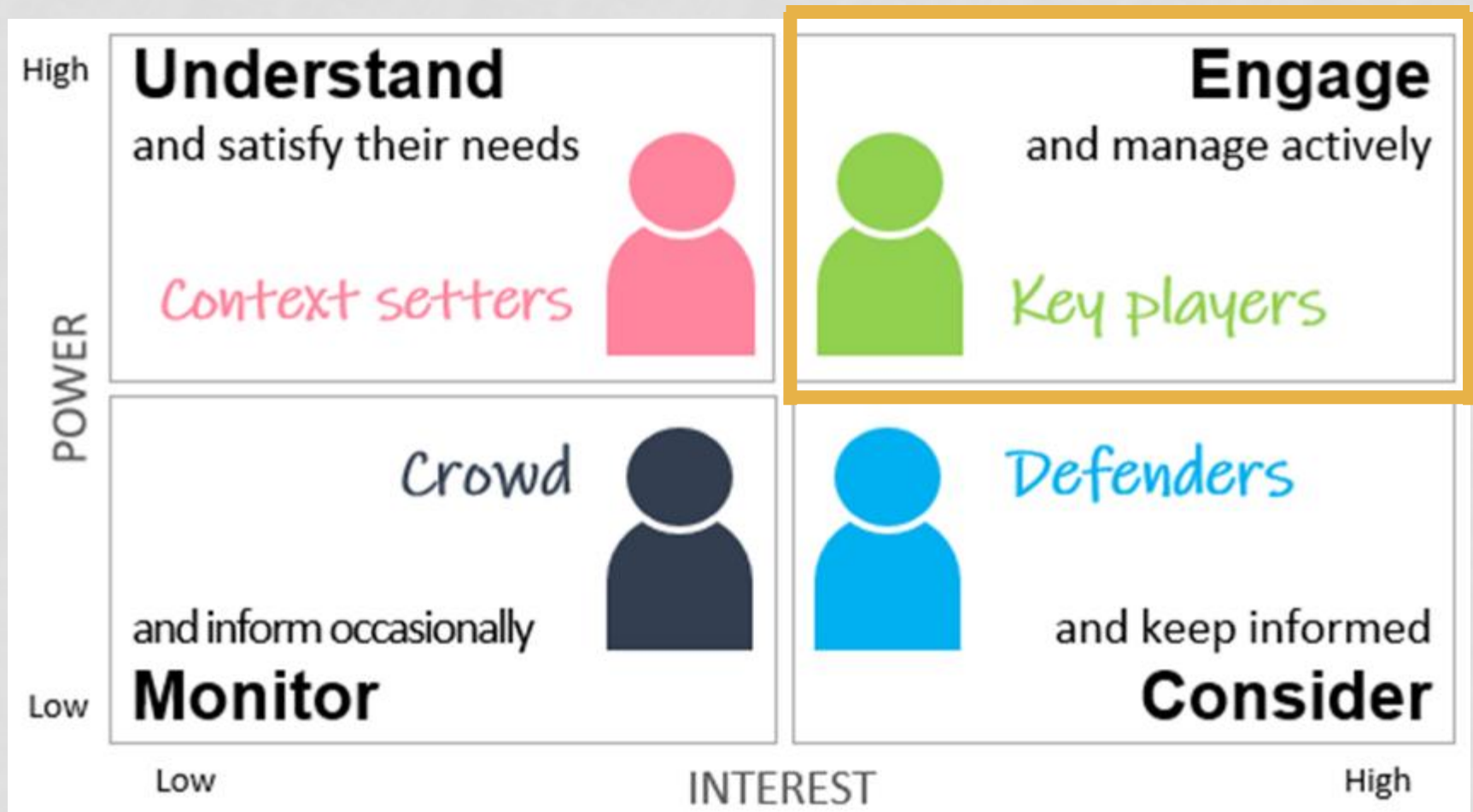


# WHO?

**Communities of  
Place  
Interest  
Identity**



# Community Engagement Strategy



# Matching the tool to the engagement

	INFORM	CONSULT	INVOLVE	COLLABORATE
<b>TOOLS</b>	Fact sheets Newsletter Website Open house Presentations Public meeting	Public comment Surveys Focus groups Consultation: Tribal, State Public meeting	Advisory committees Workshops Deliberate polling Cooperative monitoring	Consensus-building Joint fact-finding or co-production of knowledge Negotiated rulemaking Mediation





# SITUATION ASSESSMENT

## Central questions

- What are the options for collaboration?
- What is the likelihood of success?
- How to design processes to foster successful outcomes?

# Discussions with Key Players

- Meet and build relationships
- Understand perspectives and concerns
- Gauge willingness to come to the table
- Identify who else needs to be involved
- Explore how best to proceed



# What are the benefits?

## Convenor & Facilitator

- Provides important information to decide whether to move forward and, if so, how best to design a successful process.

## Participants

- Opportunity to share, reflect on and clarify own interests and positions while also revealing those of other parties.
- Builds body of shared information and identifies areas of agreement, disagreement and misunderstanding.





QUESTIONS, COMMENTS, EXAMPLES?

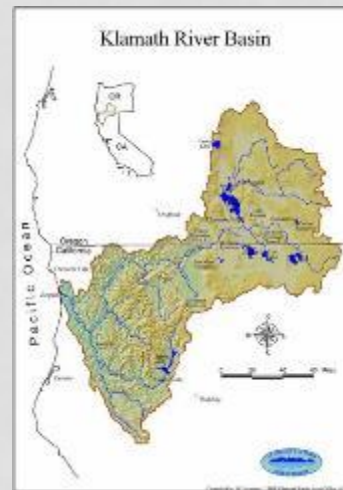




## STRUCTURAL DESIGN CONSIDERATIONS

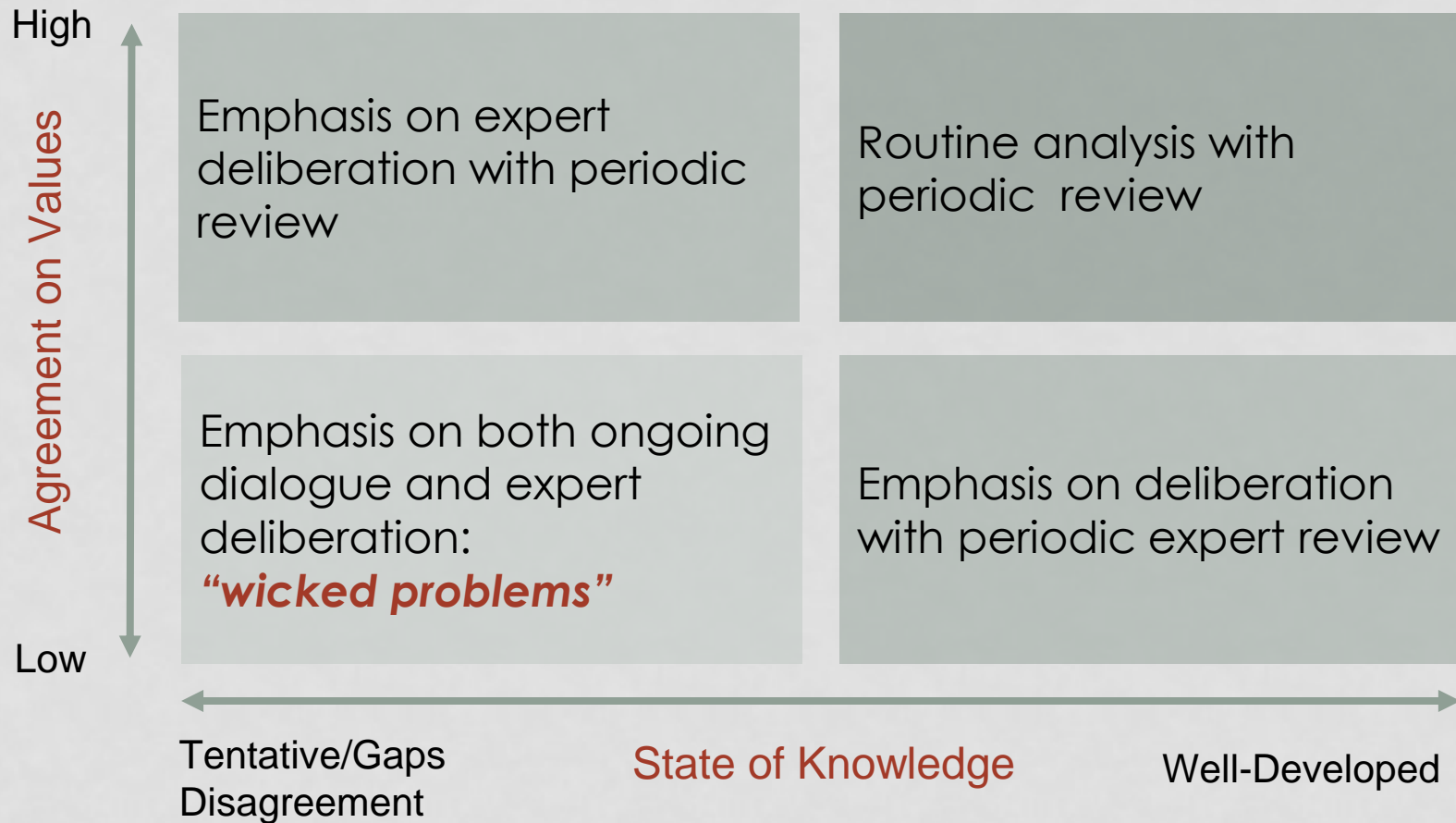
# Match Collaborative Design to the SCOPE of the Challenge(s)

**Scale:** Extent of the area



**Nature:** Inherent features or characteristics

# Consider the Nature of the ISSUE





“When it comes to understanding the behavior of complex social-ecological systems, no one (and everyone) is an expert. All participants bring useful knowledge and experience to the table, whether it is scientific, technical, traditional, cultural, local or remembered, and every type of knowledge has standards of quality that can be examined, debated or shaped. **A well-designed and implemented collaborative process will improve the capacity of all participants to learn from different kinds of knowledge.**

(Beratan & Karl,

2012:211)





# Establish Networks

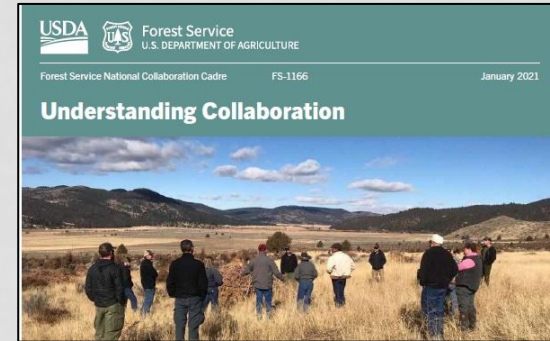
**Vertical linkages** connect people who are unequal in terms of hierarchy and dependence



**Horizontal linkages** connect people of equal status and power



Joy Lujan  
NPS/RTCA



Laura Van Riper  
BLM



**Partnership and Community Collaboration Academy**

Managing by Network 2023  
Community Collaboration Situation Assessment

1. Select one of your partnerships or collaborations to focus on for this exercise.
2. Consider your partners and interested parties. Where do they fall on the IAP2 Spectrum of Public Participation? Which groups do you inform or consult? Are others providing consistent input (involve) or collaborating to identify issues and alternatives?

Put an asterisk next to those you consider "key players" (high interest, high power).

	Inform	Consult	Involve	Collaborate
Goal	Provide information to improve understanding	Obtain feedback on issues, alternatives or decisions	Consistently include and consider stakeholder input	Engage in joint decision making to develop solutions
Your Partners or Interested Parties				

3. Are there parties who may have been overlooked? Consider opinion leaders, those impacted or perceiving impact, potential opponents, and groups not yet engaged who are part of the community of place or interest.



# COLLABORATION RESOURCES