

Unit 2.3. Collaboration

Unit Objectives

- List the goals, principles, practices, and benefits of collaborative planning
- Describe the role of cooperating agencies in the BLM planning process



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BLM Definition of Collaborative Planning

“A cooperative process in which interested parties, often with widely varied interests, work together to seek solutions with broad support for managing public and other lands. This may or may not involve an agency as a cooperating agency”



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Sample Terminology

- Collaborator—All interested parties
- Stakeholder—Interested parties due to business, ownership, lessee, resource managers
- Partner—Tribes, State, local government, federal agencies
- Cooperating Agency—NEPA definition (similar to “partners”)
- Community— Local citizens within a sphere of influence
- NGO—non-governmental organization

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Goals for Collaborative Planning

- Provide for individual and community responsibility
- Embrace integrated, landscape-level approach
- Connect working landscapes with conservation
- Advance innovations in natural resources management
- Expand citizens' opportunities to engage in public lands
- Build performance measures to reflect collaborative outcomes

Source: BLM 2007 Collaboration Desk Guide

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Principles of Collaborative Planning

- Recognize Tribal, state, and local governments' role in the planning process
- Be inclusive and explicitly acknowledge the interests of distant groups, individuals, industry, corporations, and other agencies
- Clearly cite the authority of collaborative groups, including that of the BLM, and ensure accountability
- Use collaboration to enhance and complement standard public involvement requirements
- Recognize that collaborative processes may not be effective everywhere

Source: Appendix A in BLM Land Use Planning Handbook.

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Practices of Collaborative Planning

- Face-to-face or one-on-one communication provides the best means of building trust and good working relationships
- On a local level, postings on local bulletin boards and face-to-face communication may best serve community needs when presented in both English and local languages, depending on the unique characteristics of each community

Source: Appendix A in BLM Land Use Planning Handbook.

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Benefits of Collaborative Planning

- Better decisions are made
- Resources are leveraged more effectively
- Relationships are improved

Source: Appendix A in BLM Land Use Planning Handbook.

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Questions

- What are the advantages of collaboration?
- What are the disadvantages of collaboration?
- How do you reach or attract people to participate?
- What have been some of your collaboration efforts that did not produce the result you wanted?
- What have been some of your collaboration efforts that produced the results you did want?

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NEPA Definition of Cooperating Agencies

- **Federal cooperating agencies:** A cooperating agency may be any federal agency other than the lead agency that has discretionary authority over the proposed action, jurisdiction by law, or special expertise with respect to the environmental impacts expected to result from an action (40 CFR 1508.5; 1501.6; Forty Questions #14(a), 14(b), 14(c)).
- **State, local, and tribal cooperating agencies:** While the CEQ NEPA Regulations mention only federal agencies as cooperating agencies, in July 1999, CEQ issued an advisory memoranda to the heads of federal agencies encouraging them to designate nonfederal agencies as cooperating agencies under NEPA.

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Cooperating Agencies

- Cooperating agency status provides a formal framework for federal, state, local governments
- Goals of the cooperating agency relationship:
 - ◆ Gain early, consistent involvement of key gov't partners;
 - ◆ Incorporate local knowledge of social, economic, and political conditions;
 - ◆ Address intergovernmental issues;
 - ◆ Avoid duplication of effort;
 - ◆ Enhance local credibility of the review process; and
 - ◆ Build trust and collaboration for long-term mutual gain.

See pages 6-9 in BLM Land Use Planning Handbook.

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Role of Cooperating Agencies in RMP Process

- It is BLM policy to encourage involvement of cooperating agencies throughout the planning/EIS process, although practical limitations in cooperating agencies' time, resources, and expertise may make full involvement impractical.
- Formalize and clearly describe each party's roles and responsibilities party in a Memorandum of Understanding (see pages 8-9 of the BLM Land Use Planning Handbook)

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Collaboration before a Plan Begins

- Build internal and external support
- Increase ability of public to participate in planning
- Define expectations



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Special Collaboration Requirement: Government to Government

- Federally recognized tribes must have opportunity for comment on and to participate in RMP development (same as state and local governments)
- BLM must consider tribe's comments; notify consulted tribes of final decisions; and inform tribes how comments were addressed in those decisions

See H-1601-1 Land Use Planning Handbook pages 9-10
See also, EO 13084 (Consultation and Coordination with Indian Tribal Governments) 2.3 - 13

Special Collaboration Requirement: Government to Government (Cont.)

- RMP must address:
 - ◆ Consistency with tribal plans
 - ◆ Protection of treaty rights
 - ◆ Historic properties of traditional religious importance
 - ◆ Exercise of traditional religions, including access to sites
 - ◆ Sacred sites
 - ◆ Environmental Justice

See H-1601-1 Land Use Planning Handbook pages 9-10
See also, EO 13084 (Consultation and Coordination with Indian Tribal Governments) 2.3 - 14

Collaboration during the Planning Process

- Make documents accessible
- Use several methods of communication
- Use multiple learning formats in meetings
- Develop alternatives collaboratively
- Select the preferred alternative

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Public Relations

- How to deal with the media
- Importance of press releases and information bulletins
- Importance of pro-active media outreach (phone calls, meetings)

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CEQ Collaboration in NEPA - A Handbook for NEPA Practitioners

- Defines collaboration as “seeking agreements at one or more stages of the NEPA process by cultivating shared vision, trust, and communication”
- There are many ways for people to collaborate, including informally or formally; as partners or in teams; in advisory capacities or as joint-decision makers.
- Collaboration typically focuses on cooperation between federal agencies and on enhancing federal agencies’ relations with state and local agencies, tribes, interest groups and individuals concerned about the outcome of federal projects.

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Notes

- What I have learned so far....

Notes

- What I am going to do differently when I get back to my office...