



# Oregon

Kate Brown, Governor

## Water Resources Department

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### MEMORANDUM

TO: Water Resources Commission

FROM: Steven Parrett, Planning Coordinator  
Harmony Burright, Planning Coordinator

SUBJECT: Agenda Item F, August 17, 2017  
Water Resources Commission Meeting

### Update on Place-Based Integrated Water Resource Planning

#### I. Introduction

This informational report provides an update on place-based integrated water resources planning, including the use of program funds, planning group progress, key outcomes, lessons learned, and challenges. Conveners from several of the planning groups will also provide updates and answer Commission questions during this agenda item.

#### II. Background

Place-based integrated water resource planning is a voluntary, locally initiated and led effort in which a balanced representation of water interests within a basin or watershed work in partnership with the state to understand their instream and out-of-stream water needs, and identify solutions to meet those needs.

In 2015, consistent with Integrated Water Resources Strategy action 9A, the Legislature passed SB 266, authorizing the Department to make grants and provide technical assistance to communities interested in undertaking place-based planning. The Legislature allocated \$750,000 to be distributed to communities testing the Draft Place-Based Planning Guidelines (Guidelines).

#### III. Use of Program Funds

As shown in Table 1, in February 2016, the Commission approved grant funding totaling \$657,000 to four place-based planning groups (see the February 2016 Agenda Item E staff report), leaving \$93,000 of the \$750,000 in reserve.

**Table 1. Place-Based Planning Group Funding Awards**

Planning Area	Funding Requested	Funding Authorized
Upper Grande Ronde	\$197,000	\$197,000 (Full Fund)
Lower John Day	\$190,000	\$190,000 (Full Fund)
Mid-Coast	\$330,300	\$135,000 (Partial Fund)
Malheur Lake	\$205,500	\$135,000 (Partial Fund)
Totals	<b>\$892,500</b>	<b>\$657,000</b>

Funding awarded to the planning groups is being spent on facilitation, technical support, project coordination, and partner capacity. To date, the Department has reimbursed the grantees a total of \$161,141 of the \$657,000 authorized. Through the grant solicitation process, the Department suggested a minimum of 25 percent cash or in-kind match. Thus far, match has been greater than 50 percent, largely from donated time, plus some funds provided by consultants and private foundations.

In August of 2016, the Commission authorized the Department to expend the \$93,000 of reserve funds to: 1) provide additional financial assistance to the partially funded pilots; 2) engage statewide collaboration and conflict resolution experts or develop other resources that assist all four pilot areas; and 3) assist in funding a workshop in spring 2017. These are described further in the August 2016 Agenda Item M staff report.

The \$93,000 of reserve funds are being used for the purposes authorized by the Commission in August of 2016, as shown in Table 2. To date, a total of \$35,000 has been obligated to the activities listed in Table 2 that support the pilots. The remainder (\$57,000) is still reserved to support the current pilots but has not been allocated to any one of the three uses identified above.

**Table 2. Use of Reserve Funds**

<b>Reserve Fund Purpose</b>	<b>Partner Organization</b>	<b>Funding Agreement</b>	<b>Products Received to Date (Attachments 3 through 5)</b>
Water Planning Workshop	Sustainable Northwest	\$5,000	Bend Event Summary Report
Convener Support	Association of Oregon Counties (AOC)	Up to \$18,000	AOC Needs Assessment
Collaboration Training	PSU National Policy Consensus Center (NPCC)	Up to \$12,000	NPCC Collaborative Training Agenda for Grande Ronde Place-Based Water Planning

**IV. Place-Based Planning Groups – Overview and Updates**

Each of the four planning groups have successfully completed Planning Step 1 – *Build a collaborative and inclusive process*. Following the Guidelines, each convener is working to sustain a process reflective of their place and responsive to their partners. The conveners initially conducted extensive outreach efforts to gain participation from a broad and balanced representation of interests and procured facilitators and technical consultants to help undertake the planning effort. All of the groups are currently working through Planning Step 2 – *To develop a shared understanding of their water resources*. Attachment 1 is a handout providing a more detailed update on planning group activities.

The Department has been an active partner in implementing place-based planning at the local level, but has also been working to support the program as a whole. Key outcomes from Planning Step 1 are described below.

## V. Key Outcomes to Date

While place-based planning will ultimately result in an Integrated Water Resources Plan for each place, the benefits of place-based planning extend beyond the document itself. This program aims to help communities create and sustain a collaborative problem-solving framework and process around water issues. The following key outcomes have already been realized:

- a) Guiding documents - The planning groups have developed documents to structure and guide the overall planning process including: a governance agreement using consensus-based decision making, a work plan for completing planning steps 2-5, and a communication and outreach plan to maintain an open and transparent public process.
- b) New partnerships - The planning groups and the Department are forming new partnerships at the local level and at the state level. For instance, a collaborative water planning support team is available for the planning groups through Sustainable Northwest, NPCC, and AOC. Relationships are also developing with a number of other potential funders.
- c) Access to data and information - Planning groups are gaining greater access to data and information through partner presentations, improved on-line resources, and agency technical assistance. As planning partners, agencies are helping communities understand how this information can be best used for local planning efforts.
- d) A collaborative culture - A culture of collaborative problem solving around water issues is emerging through the planning process. Diverse water interests are talking to each other at meetings, gaining a shared understanding of water issues, and having positive dialogue.
- e) Sustained community engagement - The planning groups have sustained high meeting turnout and community engagement for over a year. People see the importance of the place-based water planning efforts and value the opportunity to shape a sustainable water future for their communities. This process also provides the Department another venue to engage in meaningful conversations with community members about the current state and future vision for water resources in their place.
- f) Support from state and federal agencies - Agency partners are very engaged. In particular, the core state agencies charged with implementing the IWRS – the Oregon Departments of Environmental Quality (ODEQ), Fish and Wildlife (ODFW), and Agriculture (ODA) – have been very helpful and committed to the place-based planning groups. The Oregon Watershed Enhancement Board and federal partners have also demonstrated interest and a willingness to help.

## VI. Lessons Learned or Confirmed

Since this program is in the pilot phase, the Department is actively identifying lessons and best practices that can inform program development.

- a) A flexible framework is appropriate - It is important to develop and sustain a planning framework that is adaptive to fit various basins and circumstances. The Department purposely selected four planning groups for the pilot phase with a diversity of water settings, community histories, conveners, and planning approaches. The Draft Planning Guidelines are a good, flexible foundation.
- b) Additional guidance and tools are needed - The Guidelines are very helpful in describing what should happen during the 5-step planning process. The planning groups requested further guidance on how to accomplish the work and the Department is providing additional guidance and clarification where it is most helpful. For example, the Department responded to questions on its roles and responsibilities in place-based planning. The Department worked with the planning groups to understand their needs and then coordinated internally in order to develop a memo on the Department's roles and responsibilities in place-based planning. Attachment 2 provides a copy of that memo.
- c) A pre-planning assessment phase may be needed - A new preliminary step could involve a situational assessment with partner interviews to better understand the overall context and drivers for place-based planning, as well as document existing sources of conflict and cooperation. These preliminary actions are considered a best practice by organizations that specialize in collaboration and consensus-building. Conveners could also benefit from an initial desktop review of available information.
- d) Collaboration is a key to success - Respected conveners and professional facilitators are important to solicit open dialogue and build trust early in the planning process. A positive spirit of collaboration will be critical to the long-term success and implementation of the place-based plans. Early events such as a field tour and/or a group dinner that reduce stress and open communication can be valuable - even though they take time.

## **VII. Challenges**

Place-based planning faces four primary challenges: time, money, partner capacity, and technical assistance.

- a) Time - The legislative authority for the Department to make grants sunsets on June 30, 2019, three years after the four groups started planning. This is a tight timeline to work through all five planning steps and create a collaboratively-developed integrated water resource plan. Collaboration takes time. If no significant obstacles arise, only one or two planning groups are likely to develop a plan in three years. The Malheur Lake and Mid-Coast groups anticipate the planning process will take 4 to 5 years.

- b) Money - The grant awards were based on the amounts requested in the Letters of Interest, which was the best estimate of the planning process cost at that time. The Upper Grande Ronde and Lower John Day were provided the full amounts requested, but this may prove inadequate. If conflicts arise, or technical studies are needed during the planning process to support decision-making, financial resources will be limited. The partially funded groups, Malheur Lake and the Mid-Coast, will require significant additional time and resources to complete the planning process.
- c) Partner Capacity - The capacity of core state agencies ODFW, DEQ, and ODA to help directly with place-based planning is limited. Staff in each agency have a demanding portfolio of important work and are stretched thin, but have still given valuable and crucial support to place-based planning. The Department is grateful for this inter-agency partnership. Limited partner capacity at the local level is also a challenge.
- d) Technical Assistance - Within the Department, technical staff are stretched thin and data sets require some processing to be useful for community planning efforts. The Department's five divisions are working together to more effectively provide the planning groups with technical assistance. The Department is also seeking partnerships with other entities that can provide technical assistance.

## **VIII. Summary**

Since the Commission authorized grants to the four planning groups in February of 2016, people who are passionate about the water resources in the planning regions have been forming community partnerships and working together to build a better water future. The Department is invested in making this program succeed and looks forward to feedback and input from the Commission on program design and implementation.

### Attachments:

1. Place-Based Planning Update Handout
2. Memorandum on Department Roles in Place-Based Planning
3. Bend Event Summary Report
4. AOC Needs Assessment
5. NPCC Collaboration Training Agenda

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# Place-Based Integrated Water Resources Planning



## Helping Oregon communities plan for their current and future water needs

Place-based planning is one of the recommended actions from the 2012 Integrated Water Resources Strategy (IWRs). It provides an opportunity for communities to work collaboratively, in partnership with the state, to understand their water resources challenges and needs, and identify potential solutions to meet those needs. The place-based planning [draft guidelines](#) describe the five steps and key planning principles central to any place-based planning effort.

### Planning Step 1

**Build a collaborative and inclusive process** – Conveners work with their project team to: assemble partners representing diverse interests, including state agencies; develop a communication and outreach strategy to ensure an open and inclusive process; create a governance agreement that describes how the partners will collaborate and make decisions using consensus; and develop a work plan outlining how they will execute Planning Steps 2-5.

### Planning Step 2

**Gather information to understand current water resources and identify knowledge gaps** – The planning group assesses and describes water resources in the basin, looking at water quantity, quality, and ecology. This effort includes collecting existing information, identifying any gaps in knowledge, and developing strategies to fill these gaps.

### Planning Step 3

**Examine current and future water needs for people, the economy, and the environment** – The planning group defines how much water is needed to meet current and future instream and out-of-stream water needs, considering water quantity, water quality, and ecosystem needs. Groups examine water challenges and vulnerabilities, such as how climate change, population growth, and land use may affect water resources and the ability to meet water needs.

### Planning Step 4

**Identify and prioritize strategic, integrated solutions to meet multiple water needs** – The planning group collaboratively identifies integrated actions to address the instream and out-of-stream needs identified in Step 3. Once identified, the group prioritizes actions and develop strategies to implement those actions.

### Planning Step 5

**Develop and approve a place-based integrated water resources plan** – The planning group formally reviews and approves the plan. The Water Resources Commission and other agencies will have an opportunity to review and formally accept the plan, based on whether it is consistent with the IWRs, the guidelines, and state water policy.

## Key Planning Principles

- Locally-initiated and led collaborative effort
- Voluntary, non-regulatory process
- Includes a balanced representation of water interests
- Conducted in partnership with the state
- Addresses instream and out-of-stream needs
- Looks at water quantity, quality and ecosystem needs in an integrated approach
- Creates an open and transparent process that fosters public participation
- Builds on and integrates existing studies and plans
- Does not infringe on existing water rights
- Adheres to IWRs principles and state laws

## Learn More!

Visit the web page: <http://bit.ly/owrdplanning> Email: [placebasedplanning@wrd.state.or.us](mailto:placebasedplanning@wrd.state.or.us)  
Contact Planning Coordinators Harmony Burright (503-986-0913) or Steven Parrett (503-986-0914)

# Place-Based Planning Groups January – June 2017

- Sustainable Northwest and OWRD co-produced a Collaborative Water Planning event in May that brought together planning groups, potential conveners, other collaboration practitioners, and statewide partners to share lessons learned and best practices.
- The Association of Oregon Counties provided ongoing collaboration assistance to conveners. The National Policy Consensus Center provided collaboration training to one planning group.
- Calls/meetings held with conveners and private funders.
- Memos developed to provide clarity on OWRD roles and responsibilities and how to request technical assistance.
- Inter-agency meetings in April and May.
- Convener calls/meetings in March and May.



## Malheur Lake Basin

Conveners: Harney County Court & Watershed Council  
Total Grant Award: \$135,000 (partial fund)

- Declaration of Commitment signed by 20 partners.
- Quarterly meetings of the full Collaborative held in January, April, and July.
- Conceptual model of the water system developed.
- Water Availability Working Group convened to gather and analyze water data/information.
- Grant applications submitted to private funders.
- Coordination with other study and planning efforts.

Planning Step 2

**More information:** Contact Gretchen Bates at 541-589-0915 or [gretchen@hcwatershedcouncil.com](mailto:gretchen@hcwatershedcouncil.com)

**WEB:** [www.hcwatershedcouncil.com/community-based-water-planning](http://www.hcwatershedcouncil.com/community-based-water-planning)

## Upper Grande Ronde Sub-Basin

Convener: Union County  
Total Grant Award: \$197,000 (full fund)

- Memorandum of Agreement adopted and signed by 18 partners.
- Stakeholder meetings held in January, February, April, June, August.
- Technical advisory group convened to assemble and analyze water data/information.
- Water setting presentation delivered by OWRD.
- Collaboration training delivered by NPCC.
- First field tour coordinated to learn about water needs for farms, cities, and rivers from partners.
- Successful transition to new convener.

Planning Step 2

**More information:** Contact Scott Hartell at 541-963-1014 or [shartell@union-county.org](mailto:shartell@union-county.org)

**WEB:** <http://union-county.org/planning/place-based-integrated-water-resources-planning/>

## Lower John Day Sub-Basin

Convener: Gilliam SWCD & Wheeler SWCD  
Total Grant Award: \$190,000 (full fund)

- Declaration of Cooperation developed and signed by 14 partners.
- Partnership meetings held in February, March, and June.
- Kick-off meeting of technical working group to assemble and analyze water data/information.
- RFP process developed and executed to distribute funding and boost partner capacity/engagement.
- Water setting presentation delivered by OWRD.
- Successful transition to new conveners.

Planning Step 2

**More information:** Contact Christina Kirwin at 541-384-2672 x108 or [gilliamswcd@gmail.com](mailto:gilliamswcd@gmail.com)

**WEB:** Under development.

## Mid-Coast Region

Conveners: City of Newport & OWRD  
Total Grant Award: \$135,000 (partial fund)

- Charter adopted and signed by 34 partners.
- Meetings of the full Partnership held in January, March, May, and August.
- Four study groups assembled to work with technical consultant to assemble and analyze water data/information.
- Water setting presentation delivered by OWRD.
- First field tour coordinated to learn about watershed processes from partners.
- Grant applications submitted to private funders.

Planning Step 2

**More information:** Contact Timothy Gross at 541-961-5313 or [T.Gross@NewportOregon.gov](mailto:T.Gross@NewportOregon.gov)

**WEB:** [www.midcoastwaterpartners.com](http://www.midcoastwaterpartners.com)

**State of Oregon**  
**Water Resources Department**

## Memorandum

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**To:** Place-Based Planning Groups  
**From:** Oregon Water Resources Department  
**Date:** May 17, 2017  
**Subject:** Clarifying the roles and responsibilities of OWRD in place-based planning

This memo and its attachments clarify how the Oregon Water Resources Department (OWRD) will be involved in place-based planning efforts, including a description of OWRD's various roles and responsibilities. OWRD staff involvement in the place-based planning efforts can help the planning groups: access the information they need; develop plans that are consistent with the Place-Based Planning Guidelines and are acceptable to the Water Resources Commission; identify solutions that are consistent with state water law and are a good fit for the Department's other funding programs; and secure additional resources to support plan development and implementation.

Depending on resources, the Department can play a variety of roles in place-based planning: planning partner, technical assistance provider, financial assistance provider, and program coordinator. OWRD's roles have corresponding responsibilities and actions carried out by a variety of OWRD staff. OWRD's roles in place-based planning are informed by the statewide Integrated Water Resources Strategy, the Draft Place-Based Planning Guidelines, and Senate Bill 266 (2015). Some roles and responsibilities will be consistent across all place-based planning efforts and others will vary by place.

Generally, the Department's two Planning Coordinators play a central role in coordinating OWRD's actions among its five divisions to help both the planning groups and the statewide program succeed. Planning groups will interact directly with the local Watermaster, a member of the Field Services Division, and the Planning Coordinator, who works in the Director's Office in Salem. These individuals will be partners in the planning process and can provide basic technical assistance. Planning groups may work with technical staff in the Field Services Division, Technical Services Division, and Water Rights Services Division through "requests for technical assistance" that are coordinated by the Planning Coordinators. The grantee may also interact with Administrative Services Division staff that oversee fiscal administration of grants. Additional details about these various roles are included as attachments.

The degree to which a planning group engages OWRD as a planning partner or as a technical assistance provider depends upon the approach, needs, and desires of each planning group as well as the capabilities, capacity, and jurisdiction of the Department. For instance, OWRD's role as a partner can vary from one of the numerous stakeholders, to a steering committee member, up to a co-convenor. The convenor should work with the Planning Coordinator to discuss OWRD's role as a partner and as a technical assistance provider.

Since this planning program is in the early stages of development, OWRD roles and responsibilities will evolve over time as both the planning groups and the Department work through challenges, gather lessons learned, and achieve successes. The place-based planning groups are important partners in helping to shape this program and input is welcomed and appreciated.

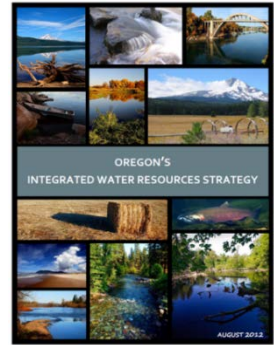
**Enclosed:** Attachment 1. Language Describing OWRD's Role in Place-Based Planning  
Attachment 2. OWRD Roles and Responsibilities in Place-Based Planning  
Attachment 3. OWRD Structure by Division and Roles in Place-Based Planning



# Attachment 1. Language Describing OWRD’s Role in Place-Based Planning

## Integrated Water Resources Strategy

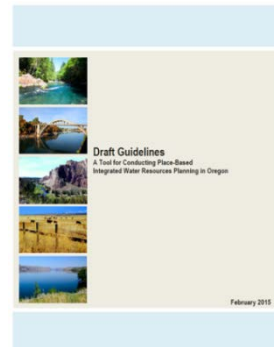
“At a minimum, the State and the template it designs must ensure that any place-based plan seeking state funding and/or state approval under the [Integrated Water Resources] Strategy [...] recognize[s] the public interest in water, and [has] a meaningful process for public involvement, with public meetings, and a balanced representation of all interests. Inherent in any place-based plan is the recognition and commitment to the State’s authority and responsibility for management of water resources. A place-based planning effort will need to comply with existing state laws and requirements. Having full participation by state and federal agencies, tribes, and non-governmental organizations will be important for achieving this; their expertise will help guide stakeholders through the planning process.



The State, working primarily through the four agencies involved with development of the Strategy, will develop the template and seek further grant funding and other incentives to assist with local planning. [...] Potential incentives could include access to [...] technical assistance, including hydrologic modeling; bundling state and federal water resources funds to facilitate implementation of plans; recognition of place-based water resources plans by multiple state agencies; and facilitated permitting.”

## Draft Planning Guidelines

“Involve Agencies as Partners. [...]The role of state agencies in development of a place-based plan is to provide data and information, and generally, offer support, advice and direction throughout development of the plan. The [...] Department and its sister agencies can help planning groups incorporate the goals and objectives of the Strategy at the local level, and understand the regulatory structures in place today. If resources allow, the Department could serve as a planning member or act as a liaison for other natural resources agencies not able to commit staff resources to participate.



Guiding Principle: Collaboration. Support formation of regional, coordinated, and collaborative partnerships that include representatives of all levels of government, private, and non- profit sectors, tribes, stakeholders, and the public. Collaborate in ways that help agencies cut across silos.

Guiding Principle: Facilitation by the State. The State should provide direction and maintain authority for local planning and implementation. Where appropriate, the State sets the framework, provides tools, and defines the direction.”

## Senate Bill 266

“The [...] Department may issue grants from available moneys to facilitate the preparation of place-based integrated water resources strategies (strategies) that are consistent with state laws concerning the water resources of this state, state water resources policy and department requirements. The Department may enter into contracts or agreements with, and provide technical assistance and information [...] for the development of [these] strategies. Place-based [...] strategies must: [...] Be developed in consultation with the department.”

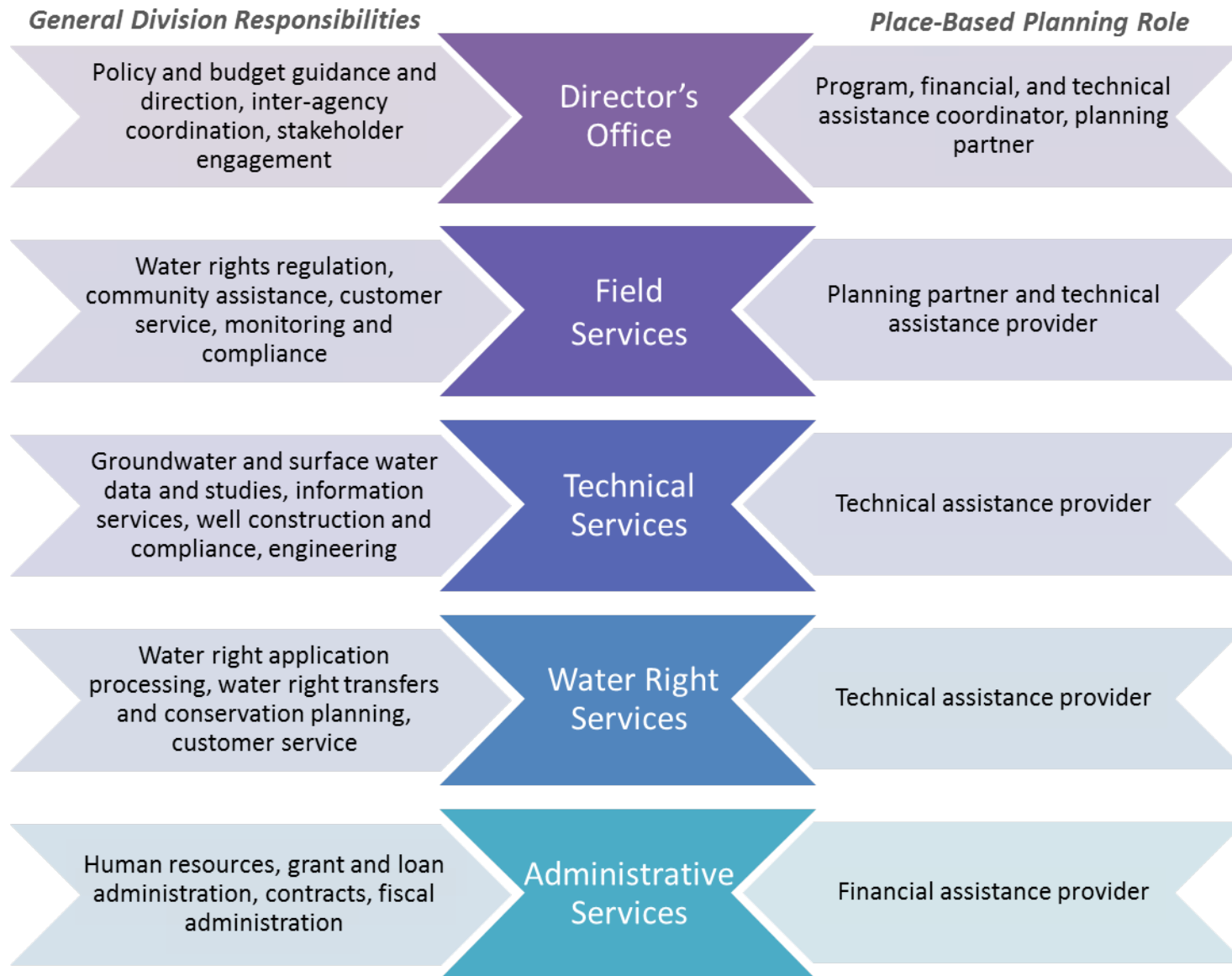


## Attachment 2. OWRD Roles and Responsibilities in Place-Based Planning

Role	Description	Actions
<b>PLANNING PARTNER</b>	<b>Planning Group Support</b> – OWRD’s role as a partner will vary greatly depending on the needs and interests of each place and can range from stakeholder up to co-convenor.	Varies depending on planning group requests and the Department’s ability to assist given staff constraints. Examples include: attend meetings, facilitate meetings, serve on committees, review materials, provide basic technical assistance, identify and secure additional financial resources, conduct stakeholder outreach, develop materials, co-convene the process, etc.
<b>TECHNICAL ASSISTANCE PROVIDER</b>	<b>Coordinated Technical Assistance</b> – Planning groups will likely require technical assistance that exceeds the capabilities or capacity of those participating directly in the planning effort. These requests may be coordinated with technical staff.	Varies depending on planning group requests and the Department’s ability to assist given staff constraints. Examples include: compile existing data and information, provide high-level synthesis of existing information, train community members to use available tools/resources, perform queries on data, and contribute to reports based on existing information.
<b>FINANCIAL ASSISTANCE PROVIDER</b>	<b>Grant Administration</b> – OWRD oversees the grant solicitation and review process for place-based planning as well as administration of grants.	Develop grant-related materials, conduct outreach, coordinate internal and inter-agency review of applications, oversee public comment period, develop funding recommendations, process payments, review consistency with Department guidelines and expectations, administer grant, connect planning groups with other sources of funding.
<b>STATEWIDE PROGRAM COORDINATOR</b>	<b>Program Design, Guidance, and Support</b> – OWRD is responsible for designing and implementing the place-based planning program in collaboration with communities, stakeholders, and other agencies.	Communicate program needs and opportunities to agency leadership, communicate agency expectations to planning groups and vice versa, solicit input on program design and implementation from a broad audience, create or identify resources to help the groups successfully implement place-based planning, develop recommendations and implement program improvements.
	<b>Internal Coordination</b> – This program draws upon expertise from different staff and divisions within the agency and requires significant internal coordination to provide assistance.	Coordinate meetings between OWRD divisions to build awareness of community needs, identify and develop OWRD tools and resources to improve delivery of assistance to communities, enhance coordination between Salem and field staff, ensure the needs and interests of place-based planning groups are represented in IWRS updates and activities, deliver updates to Water Resources Commission.
	<b>Inter-Agency Coordination</b> – PBP provides an opportunity to improve integration between agencies and facilitate implementation of IWRS recommended actions at the state and local level.	Brief agency Directors, develop and deliver communication materials to other State agency staff, coordinate meetings with agency staff at multiple levels to facilitate participation, identify areas to improve inter-agency coordination and collaboration, work with agency partners to improve delivery of technical assistance to communities.
	<b>Statewide Outreach</b> – OWRD works with local and statewide partners to build awareness and support for place-based planning.	Develop and deliver communication materials, share status and achievements of planning groups, prepare agency leadership to deliver updates to elected officials, connect with statewide stakeholders and water partners to keep them updated and solicit feedback, deliver presentations and workshops as requested.

\* NOTE: OWRD involvement will depend on available resources and capacity.

### Attachment 3. OWRD Structure by Division and Roles in Place-Based Planning



## Collaborative Planning for Our Water Future

### *Water Planning Pilots Work Session*

*Riverhouse on the Deschutes*

*Bend, Oregon*

*May 24, 2015*

### Meeting Notes

#### ATTENDEES

Dana Kurtz, Anderson Perry & Associates, Inc.	John Stevenson, Oregon State University
Brandon Haslick, Paiute Band of Burns	Harmony Burrigh, Oregon Water Resources Dept
Natasha Bellis, Deschutes River Conservancy	Tom Byler, Oregon Water Resources Dept
Christina Kirwin, Gilliam Soil & Water Conservation District	Rachel Lovellford, Oregon Water Resources Dept
Mark Owens, Harney County	Aylssa Munken, Oregon Water Resources Dept
Gretchen Bates, Harney County Watershed Council	Kim Ogren, Oregon Water Resources Dept
Brenda Smith, High Desert Partnership	Steve Parrett, Oregon Water Resources Dept
Jeanne Nyquist, Innovative Growth Solutions	Adam Denlinger, Seal Rock Water District
Kyle Carpenter, City of La Grande	Tawnya Williams, Sherman Soil & Water Conservation District
Wayne Hoffman, Mid Coast Watershed Council	Sally Bernstein, Sustainable Northwest
Debbi Bunch, Mid John Day/Bridge Creek Watershed Council	Bridget Callahan, Sustainable Northwest
Alison Aldous, The Nature Conservancy	Mike Gerel, Sustainable Northwest
Caroline Bauman, City of Newport	Donna Beverage, Union County
Tim Gross, City of Newport	Scott Hartell, Union County
Robin Harkless, Oregon Consensus	Brian Posewitz, WaterWatch of Oregon
Adrienne Averett, OR Dept of Fish & Wildlife	

#### WELCOME, FRAME THE DAY, AND INTRODUCTIONS

- Mike Gerel with Sustainable Northwest welcomed the group and thanked everyone for participating us this afternoon. He noted that his goal for today's work session was to create the feel of a conversation around a kitchen table—we will keep things relaxed and make space for open and honest dialogue. He noted that this session is only for OWRD staff, and the “four pilot groups” from the Lower John Day, Malheur Lakes, Upper Grande Ronde, and Mid-Coast basins. Tomorrow, a broader list of stakeholders will join us for a series of presentations, panels, and trainings.
- Mike walked through the agenda for the day as described below:
  1. Opening framing exercise.
  2. Pilot share status
  3. Collect perspectives on state support.
  4. Share challenges and concerns.
  5. Compile benefits and opportunities.

- 6. Private pilot discussion.
  - 7. Discuss potential solutions.
  - 8. Describe some key next steps.
- He next asked everyone to introduce themselves. 31 people participated in the meeting representing a diverse mix of 21 organizations, including soil and water districts, watershed councils, conservation organizations, agencies, tribes, municipalities, and consultants.

**OPENING EXERCISE**

- Mike asked everyone to reveal the first word that comes to mind when thinking about the community-based pilots so far. This helped to get a feel for participants gut feelings as we begin the session. Table #1 below captures many of the sentiments:

**Table 1—Opening First Words**

Solutions	Community	Learn	Now
Happy	Hope	Support	Not easy
Optimistic	Innovation	Camaraderie	Good to go
Apprehensive	Perspective	Experiment(ee)	Old issues
Possibility	No expectations	Adaptation	Local people/decisions
Big	Reality	Messy	Pretty cool
Opportunity	Concern	Necessary	Puzzle
Local	Teamwork	Systemic	Possibilities
Build	Impact	Transition	Conversation
Connectivity	Communication	Environmental justice	Hate and love

- The balancing themes of future opportunity and current apprehension, as well as the ideas of working together, complex challenge, and local focus, were commons threads in these introductory words.
- The group was asked to keep these initial thoughts in mind and think how we all can best consider them for the remainder of the day and moving forward through the place-based planning process.

**STATUS OF PILOTS**

- To set the stage for the day’s discussion, a member of each pilot group provided a brief update on the current status of their work. Table #2 below summarizes progress to date.

**Table #2—Pilot Group Status**

Lower John Day	Nearly completed Place-Based Planning Step #1; will complete Step #1 at next meeting and begin Step #2 thereafter.
Malheur Lakes	Completed Step #1; ready to begin Step#2 now.
Grande Ronde	Completed Step #1; half way through Step #2—digging into data.
Mid Coast	Completed Step #1; will being Step #2 next week.

- In general, the Upper Grande Ronde group is slightly ahead of the other groups and has navigated some Step #2 data issues that should preclude the other pilots having similar problems.

- All groups will be well into Step #2 this summer.

**PILOT PERSPECTIVE ON STATE SUPPORT**

- The group was next asked to provide feedback on the planning support offered through the state so far, such as written guidelines, trainings from Association of Counties (AOC) and National Policy Consensus Center (NPCC), and presentations on water data. Some thoughts shared include:
  - The water setting presentation was very good—could use some more specific next steps after the presentation so a pilot can activate what they have learned and not reinvent the wheel.
  - OWRD staff support has been good.
  - AOC consensus training was useful.
  - NPCC training will come in handy when difficult choices need to be made in later steps.
  - Some clarity is needed from OWRD on what constitutes a “stakeholder” to the planning process. OWRD has pushed for inclusivity, but knowing the sideboards of what the state is seeking would be helpful. Some new document envisioned by OWRD may offer clarification.
  - OWRD responded timely to requests for missing data and answers to data-related questions. New memos received today should be helpful, but folks need time to review it and clarify the services that OWRD can provide.
  - Existing data, however you look at it, is inadequate to answer critical questions. At present, there is no mechanism on the horizon to meet these needs. In response to a question, OWRD indicated that pilots should do their best with available data, make assumptions where necessary, identify data gaps that are leading to less quantitative results, and build the best possible plan.
  - The most significant comment was that the pilots need a commitment from OWRD/state to provide adequate funding to support work beyond Step #2. It will be hard to keep pilot momentum, key stakeholders, and members of the public engaged if funding is cut short and efforts stall. This is discussed further under challenges and solutions.

**CHALLENGES AND CONCERNS**

- Table #3 compiles seven challenges facing the pilots identified during a group discussion.

**Table #3—Challenges, Concerns, and Questions**

1. <b>Money</b> to get beyond Step #2
2. Inadequate <b>data</b> .
3. Not enough <b>real “champions”</b> with time and dedication to lead process. Overall need greater involvement by all pilot participants.
4. Getting too deep into needs and solutions before having a clear purpose for the group up front. On a related issue, people don’t see a compelling <b>unifying problem</b> or connection to their current needs and goals. Driver for some pilots was future opportunity (more water), not an eminent problem (no water). Some pilots decided to take on place-based planning to seek future

**Table #3—Challenges, Concerns, and Questions**

opportunities and hadn't considered why it's important today. Harney County had a strong driver for "today," namely, establishing their own water destiny by addressing problems they face today.
5. <b>Keeping stakeholders engaged</b> , especially during earlier administrative and governance steps or bumps in the process (short funding, short data, etc.) when certain personalities or expertise are not served. Need approach or structures to hold off complacency from non-leads.
6. How best (and when) to <b>expand the stakeholder</b> circle. What constitutes a stakeholder?
7. This work is <b>complex</b> , so it can be hard to decide <b>when to make tough decisions</b> (answer tricky questions, set priorities, dig into a data set) and to know when to act and when to be patient and work the process. A related issue is that it's <b>hard to build a work plan before</b> digging into each new step.

- There was clear consensus that the biggest problems facing the pilots today are lack of committed funding for future planning steps, concern that data is lacking to build an actionable plan, and keeping stakeholders truly engaged for the long-haul.

**BENEFITS AND OPPORTUNITIES**

- Table #4 summarizes a group discussion of the benefits of place-based planning so far.

**Table #4—Benefits and Opportunities**

1. Bring new/diverse <b>people together</b> for proactive, intentional conversations.
2. Open up mind to <b>new perspectives</b> and perceptions.
3. Safe space created for collegial and flexible <b>group decision-making</b> —doesn't need to be Roberts Rules.
4. <b>Learn from other pilot groups</b> /past planning efforts that are tackling same issues.
5. <b>Empowers local/regional experts</b> in the area to engage.
6. Shared <b>understanding of water issues</b> , how it connects to individual stakeholder and personal needs, and end products that provide solutions.
7. Greater understanding of <b>agency challenges</b> .
8. Sets state/tone for people to <b>work collaboratively</b> on future decisions, projects, and conflicts.
9. <b>Allows local areas to take greater control of their water destiny</b> —avoids others making decisions for you if you are inactive. This authority and flexibility is especially important in basins that are already over-allocated. Grassroots over grasstops approach is preferred.
10. Allows <b>injection of reality</b> into what is possible in terms of water development. Must live with our means—water is a limited resource governed by nature, law, and science.
11. Creates <b>social capital</b> that carries over to environmental and economic discussions.
12. <b>Seed capacity money</b> for staff time and experts to get the pilots going was very important. Can be used as match to leverage funding in future proposals to help pay for later steps.
13. Water issues have a state <b>codified voice through the Integrated Water Resources Strategy (IWRS)</b> , and potentially via place-based plans if they are similarly adopted.
14. Supports more <b>holistic/systemic decisions</b> around water and watersheds.
15. Meetings have provided an opportunity for <b>education on water</b> -related topics—especially for elected officials.

- The greatest benefit so far is that diverse people have been inspired to listen, learn, and work together proactively toward solutions that address the water realities facing their community.

**PRIVATE PILOT FEEDBACK**

- During this session OWRD staff left the room and the pilot groups held a private discussion to build on the earlier conversation about state support. The group discussed both what is working and what is not working around the Department’s involvement in the place-based planning effort.
- A summary of what is working is provided in Table #5 and what is not working as well in Table #6.

**Table #5—What is Working**

1. Available and responsive to feedback	5. Established and is sticking to a reliable, understandable step-wise process.
2. Positive attitude as they face the daunting task of launching a new program.	6. Willing to adapt to fill needs—example is provision of Technical Coordinator to provide timely guidance and data in a useable format to inform Step #2+.
3. Asking the right questions of local folks to ensure community input.	
4. Proactively looking for solutions to deal with issues before they become a problem.	7. Clear desire to make the program work.

**Table #6—What is Not Working**

1. With limited staff capacity and champions, it is hard to keep up with volume of correspondence/expectations.	5. The desired “end product” (expectations) for the level detail, sophistication of data analysis that underlies final plan is unclear.
2. At times too much prescriptive involvement in place-based work—common example was engaging with potential stakeholders without coordinating with group.	6. Need greater assurance that final plans will have “weight”—so that all this will be worth it.
3. Sharing of agency perspective after meetings (to just the convener or a short list of members, rather than in-person at meeting).	7. Need greater clarity on how plans can/will balance local flexibility and law up front to know sideboards for final plan.
4. Promised data was not in right format—links or antiquated/incoherent data is not readily usable at local level.	

**SOLUTIONS**

- The entire group reconvened to identify potential solutions to help better address challenges, realize opportunities, maintain momentum, and otherwise improve the place-based planning experience and end products.
- Table #7 on the following page provides a summary of the group’s solutions for six priority issues shared earlier in the day.
- Note that individual pilot groups and their OWRD partners are encouraged to further discuss these solutions and consider solutions to the other issues not discussed in detail during this work session.



**Table #7—Potential Solutions to Create Opportunities and Address Challenges**

<i>Issue</i>	<i>Solutions</i>
<p><b>1. Lack of secure funding to get beyond Planning Step #2.</b></p> <p>Note: Funding is specifically needed for (a) capacity for partners to participate meaningfully in place-based work, (b) consultants to compile/analyze data, (c) new studies to fill data gaps and test feasibility, and (4) projects (life cycle, from design to long-term monitoring and maintenance). Desire is to avoid competition for funding across current and future pilots.</p>	<ol style="list-style-type: none"> <li>1. Look into how similar efforts got funded in the past across the U.S.</li> <li>2. OWRD to coordinate with other agencies (state/federal) to identify funding sources.</li> <li>3. Build relationships with private funders.</li> <li>4. Employ a grant consultant to aid with pilot-wide fundraising.</li> <li>5. Create place-based planning funding “pot” that all can tap.</li> <li>6. Identify tasks/research, etc. that can be done once and then used by all pilots.</li> <li>7. Publicize current and future problem this effort will address to build interest.</li> <li>8. Have communities make case for funds to legislature, agencies, and others.</li> </ol>
<p><b>2. The newness of the process and the complexity of the work make it hard to build a work plan before priorities/needs are known for an individual planning step.</b></p>	<ol style="list-style-type: none"> <li>1. Set interim priorities at the outset.</li> <li>2. Use adaptive management to change plans as priorities become clear.</li> <li>3. Provide more detail for current step, and less for the more distant steps.</li> <li>4. OWRD to create guidance on the balancing act of addressing “social values vs. science.”</li> </ol>
<p><b>3. Difficulty keeping enough stakeholders engaged beyond those champions already serving as the convener or on the coordinating council.</b></p>	<ol style="list-style-type: none"> <li>1. Bring in timely issue-specific speakers (e.g., new technology, water master).</li> <li>2. Tap local expertise and interests to play meaningful role in group—give folks a job.</li> <li>3. Well planned and facilitated meetings can find a balance between the administrative vs. technical and hard vs. fun to keep people interested.</li> <li>4. Capture and publicize small wins that can hold the group before there is a “there there.”</li> <li>5. Use working groups to focus on specific detailed tasks and not over task the full group.</li> <li>6. Consider starting to execute an outreach plan as early as possible in Step #1.</li> <li>7. Utilize personal meetings and phone calls to contact key folks.</li> <li>8. Serve good food!</li> </ol>
<p><b>4. Lack of driver for folks to care at the local level.</b></p>	<ol style="list-style-type: none"> <li>1. Clearly identify the problem at play today, instead of just focusing on future speculative opportunities. Some groups may need to step back and think about how this work is important for today. Why we are doing this? Why should folks care?</li> <li>2. Educate stakeholders and the public on the benefits and importance of acting now, e.g., take control of water destiny. Create a call to action.</li> </ol>
<p><b>5. Inadequate data to develop plan.</b></p>	<ol style="list-style-type: none"> <li>1. Creation of Technical Assistance Team by OWRD. Having Rachel in place has helped.</li> <li>2. Compilation, organization, and synthesis of existing data into a useable system.</li> <li>3. Create standardized approach for adding new/localized data.</li> <li>4. Create pre-loaded plug-and-play data tools and templates.</li> <li>5. Upper Grande Ronde learning and products can be shared and replicated.</li> <li>6. Written guidance, webinars, and training to educate on tools and share lessons.</li> </ol>
<p><b>6. Need greater assurance that final plans will have weight to drive actions.</b></p>	<ol style="list-style-type: none"> <li>1. Place-based plans could be formally adopted as an addendum to the codified state IWRS.</li> <li>2. Counties could formally adapt the plans as part of their local comprehensive plans.</li> <li>3. Reach out to the Water Commission, elected officials, and other decision-makers to sell the value of following a locally-developed, data-driven plan.</li> </ol>

## **NEXT STEPS**

1. Mike to complete and share meetings notes with participants.
2. OWRD and pilot groups to review notes and consider how to advance the proposed solutions in Table #7. Further, all to also consider developing solutions to the other issues not addressed in Table #7.
3. OWRD to consider the feedback provided by the pilots and make program adjustments as possible.
4. All to look for opportunities to create data, templates, or other tools that can be shared by multiple pilots.
5. OWRD to provide further guidance on the role non-data, social considerations can play in plans.
6. OWRD to continue to improve conveyance of the most useable data and assessable guidance to pilots.
7. OWRD to coordinate with other state agencies to identify funding sources. And all to continue to outreach to new funders and explore joint fundraising opportunities with private funders.
8. All to take steps to vet and implement the solutions identified in Table #7 or subsequently developed with the pilot groups—don't let this work sit on a shelf.
9. As possible, all involved to reach out to decision-makers and the public to share the value of place-based planning.
10. Continue to build and nurture this new “community” of water planners by retaining connections made during this event through ongoing communication, attendance at each other's meetings, and future group meetings.

## **COUNTY SOLUTIONS ASSESSMENT for the WRD PLACE BASED PLANNING PILOT PROGRAM**

### **Background**

This assessment identifies the areas where County Solutions can provide assistance to the four place-based integrated water resources planning groups. It provides an independent assessment of the respective planning groups most prominent needs and takes into account what County Solutions can best help address. The information in this assessment was gathered through conversations with conveners and partners as well as a review of available documents. The assessment looks at the issues common to all four planning groups as well as looking at those that are particular to the individual groups. Assistance will be offered to the conveners and it is at the sole discretion of the conveners whether they accept assistance from County Solutions.

### **Funding**

OWRD allocated \$18,000 to match AOC's \$18,000 investment in collaborative technical assistance to the place-based planning groups. Approximately \$8,000 has been spent conducting this assessment, including providing initial assistance to planning groups. AOC requests flexibility with the remaining funds to ensure that support can be tailored to each group and responsive to needs as they arise. The assistance will be consistent with the themes and tasks outlined in this assessment. Upon expenditure of OWRD grant funds, a final report will be submitted that reflects on the value of the assistance offered. The conveners will be invited to review and contribute to the final report.

### **Convening**

In general, each pilot has some convening challenges for a variety of reasons including (but not limited to): turnover in leadership; the perceived neutrality of the convener(s); and understanding and definition of roles. These challenges can be successfully mitigated where groups and conveners see the need to address them.

### **Facilitation**

In some groups, sustained effective facilitation support is in question given funding limitations and/or multiple roles for staff hired under the grant. This challenge can be addressed by clarifying roles and prioritizing the facilitation function within available funds. It may also be addressed by developing some creative funding solutions to support the facilitation on a region by region basis if existing funding cannot be reallocated.

### **Representation**

Stakeholders will be engaged in a number of ways throughout the governing documents that are being developed. A key question that has not been determined yet is whether the groups and agencies outside of the four pilot regions feel comfortable with how they have been engaged so far and whether they believe their concerns will be addressed. Since these are local processes, there is a feeling that the participation of local interests should be given priority and higher status. This sentiment combined with WRD's planning guidelines, which allow consensus to be

reached with 1-2 dissenters, may affect non-local stakeholders' decision to participate. This is not a problem provided these external entities truly support a less than "fully engaged" role and agree to honor outcomes. The concern is that a casual relationship to the pilots could result in some groups resorting to traditional non-collaborative ways of achieving their interests without an opportunity to resolve them in the group.

### **Agency Participation**

In many of the groups there is a feeling that some important agencies will not engage in a meaningful way due to budget constraints as well as regulatory processes responsibilities that do not mesh with the engagement and collaborative processes. The ground rules should call out and help to answer these questions.

### **Early Success**

The five steps of placed based planning ends with adopting a plan that includes solutions for long term water needs. While the methodical approach to planning is needed, it will take some time (possibly years) to complete. Sustaining collaborative groups over long periods of time without a sense of tangible success can be a challenge. It is still early in the process so this does not appear to be an issue but will become one over the next year.

### **Upper Grande Ronde**

The Upper Grande Ronde has had a solid start in their phase 1 process.

The Union County Commissioners are convening the process for this region and have designated Commissioner Donna Beverage to Convene the group. Assistance in this transition, as a new Commissioner assumes the role, and in the existing ongoing process will be helpful.

The governance documents are being developed in the Upper Grande Ronde basin at the time of this writing. To build stakeholder support, additional support may be needed to facilitate communication with the groups that are unable to participate fully because of capacity, distance or other issues. This group has been supportive of developing a way to meaningfully engage the groups and organizations that have these challenges.

The facilitation function is being performed by the engineering firm that assisted in the preparation of the grant for placed-based planning. Assistance for that group would be beneficial over the next three years.

AOC assistance for this pilot would include:

1. Helping the group's Convener with ongoing consultation.
2. Assistance working with non-local members of the group who are critical to the ultimate success of implementing their plan. This would include the development of a method for engagement that recognizes the challenges these groups face.
3. Consulting with Anderson Perry regarding the neutral meeting facilitation function including developing strategies that can be implemented within the existing pilot budget including providing training for key facilitation staff.

### **Malheur Lake Basin**

The County and the Watershed Council serve as the co-Conveners of this pilot. County Commissioner Mark Owens has been involved with this effort from the beginning and is well versed in these issues, which will be a benefit to this pilot program as they move forward. This group recently held a town hall meeting to begin to sort out local confusion about the different efforts involving water in the region. The group also expressed the desire to be involved in data collection in a “hands-on way.” We have already begun consulting with Commissioner Owens about the role of the convener and how to ensure the process is evenhanded. Mark is committed to creating a neutral forum that will feel comfortable to all of the stakeholders.

One of the issues for this region is the engagement of some state agencies in this pilot. Some additional focus should be brought to this problem, potentially at the State level, to ensure partner agencies will engage fully and in a timely way. This is particularly important for the data collection and analysis phase of the work given local interest in a stakeholder role in data collection itself. Ongoing group facilitation is an issue in this region as funding allocated to this function will be exhausted relatively soon. This neutral function will be critical to the success of this pilot. The stakeholders in this region have experience with collaboration and have been successful in dealing with contentious issues like the Sage Grouse Plan; the Refuge Plan; the Forest Collaborative; and fire planning. In each of these successful efforts, a neutral facilitator was involved throughout the process and was key to their success. If skilled, neutral facilitation is terminated it could cause a major challenge for this group.

AOC assistance for this pilot could include:

1. Consulting with Commissioner/Convener Mark Owens.
2. Assistance working with non-local members of the group who are critical to the ultimate success of implementing their plan. This would include the development of a method for engagement that recognizes the challenges these groups face. Water Watch is willing to discuss potential approaches that would best engage them in the Harney pilot.
3. Providing consultation around state agency involvement in the pilot.
4. Working with the Harney pilot and WRD to secure additional funds to support ongoing facilitation to help the group.

### **Mid Coast Water Planning Partnership**

This pilot is co-convened by the City of Newport Public Works Director and Water Resources Department. This co-convening may create a neutral forum for the work and should be evaluated at the end of the process. The pilot has had good participation from stakeholders, including federal and state agencies. So far, agencies have been more active in this pilot than others and the facilitation team is strong.

In terms of needs, there is concern that the length of the process may create fatigue among the stakeholders. It is possible that early “wins” or successes could help sustain engagement. Unfortunately, the facilitators are not funded beyond the first phase of the work so the Convener is looking for additional funding to continue their involvement. This will be an important part of the success of the group given the high participation and the neutral forum that they reinforce. Finally, this group has a challenge with some non-local stakeholders whose organizations are not designed for this kind of ongoing engagement.

AOC assistance for this pilot would include:

1. Help identifying an early “win” and supporting them to organize/implement that project.

2. Assistance working with non-local members of the group who are critical to the ultimate success of implementing their plan. This would include the development of a method for engagement that recognizes the challenges these groups face.
3. Working with the conveners to secure additional funds to support ongoing facilitation (if existing funds cannot be reallocated).

### **Lower John Day**

This group is now convened by the SWCD and the watershed council. This group has had some difficulty separating its mission from the preexisting Lower John Day Partnership, which ground rules will help address. This group is focused on local stakeholders and some outside groups have requested participation.

The challenges for this group will come up as substantive decisions are being made, particularly during planning steps 4 and 5. Skilled facilitation will be important to work through issues as they come up. Some assistance, training, and/or protocol for conflict prevention would be beneficial before the major decision-making phases. Building relationships with new partners from outside the region, perhaps through projects like juniper removal, could also prove beneficial. Additionally, key state Agencies need to be engaged in a meaningful way.

AOC assistance to this pilot would include:

1. Help identifying an early “win” and supporting them to organize/implement that project.
2. Assistance working with non-local members of the group who are critical to the ultimate success of implementing their plan. This would include the development of a method for engagement that recognizes the challenges these groups face.
3. Providing consultation around state agency involvement in the pilot.

### **Building capacity for collaborative work**

In all of the pilots, there is a tremendous opportunity to learn about the collaborative process and what works. WRD has built in some opportunities for sharing, however, confronting challenges often happens in real time and having a process consultant available to share best practices would be beneficial. The Convening function and the facilitation function are the keys to success for these groups. We will learn a lot about the attributes and skills required to make them successful in this context. An additional assessment of those two functions may be completed prior to phase 4 so that adjustments can be recommended before the pilots proceed into the final phases of their efforts.

Finally, AOC will help to connect the place-based planning conveners with other community leaders who are supportive of and interested in this type of collaborative approach. Connections to other community leaders will encourage additional learning and create opportunities for feedback and support from a broader network.



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# Collaborative Training

## Grande Ronde Place-Based Water Planning

### December 6, 2016

The National Policy Consensus Center at Portland State University is pleased to provide a half-day training session on Collaboration to the Grande Ronde Place-Based Water Planning Pilot.

Our proposed training agenda is divided into two parts: a one-hour session for the Steering Committee, followed by a 2-hour session for the Stakeholder Group. The training is scheduled to last from 1:00 PM – 4:00 PM on December 6, 2016.

The training is designed to utilize participatory learning, including several exercises. And, while based on a sound theoretical foundation, it is designed to have direct application to the challenges of the Grande Ronde planning effort. Among the key learning objectives will be:

- An understanding of the factors leading to collaborative success.
- How to promote group solidarity, even when there are strong differences of opinion
- How to approach getting agreement in the face of conflicting interests
- How to utilize consensus decision-making

An agenda for the two sessions is included below. A very short pre-training survey will be distributed at the beginning of the session, to be used later in the evaluation for the training. Please note: the training agenda has been significantly modified from the earlier draft, both in response to feedback, and also to make the training more directly relevant to the group's task at hand.

The trainers will include:

### Steve Greenwood

*Director, Oregon Solutions*

Steve Greenwood is the Director of the Oregon Solutions program at the National Policy Consensus Center. He has led the development of a new Graduate Certificate in Collaborative Governance at PSU and teaches a graduate-level class, “Foundations of Collaborative Governance”. He holds a Master of Public Administration degree from the Kennedy School of Government at Harvard University, and received a Fulbright fellowship to assist the government of Portugal. He is also the 2007 recipient of the Outstanding Alumnus Award from the University of Oregon’s Planning, Public Policy and Management program.



### Robin Harkless, M.S. (candidate)

*Project Manager*

Robin is a Project Manager for the Oregon Consensus at the National Policy Consensus Center and is a member of the teaching faculty for the “Collaborative Systems and Process” class for PSU’s Collaborative Governance Graduate Certificate Program. Before joining NPCC, she spent 15 years as a private practitioner mediator/facilitator with DS Consulting in Portland, and was a process designer, moderator and State Commissioner for the Oregon Citizen Initiative Review. Robin has a B.A. degree in Communications from Portland State University and is a candidate for the Negotiation and Conflict Resolution M.S. degree at Creighton University. In 2012, she received the Oregon Mediation Association’s Sid Lezak Award for Excellence for outstanding service to Oregon.





# TRAINING AGENDA

## ***Steering Committee Training***

1:00 PM – A collaborative approach to the regional Water Strategy pilot

- What is the value of this collaborative approach? How can the group benefit from the various stakeholders' involvement? What do you really need from the stakeholder group?
- How to make it real vs “Kabuki Theater”
- Making sure that we talk about the important issues

1:15 PM - Characteristics of high-functioning groups

1. Personal responsibility for the group's success
2. Each member feels appreciated by rest of group
3. Conflict is seen as normal, expected
4. Attention to results and accountability
5. Shared and balanced participation

1:30 PM - Consensus decision-making

- What it is, what it isn't
- Your greatest fear about using consensus – and ways to address it
- Requirements and responsibilities that come with consensus
- Stakeholder group decision-making. Will they utilize consensus?

1:50 PM - Break (Prepare for larger group)

## ***Stakeholder Group Training***

2:00 PM – Power of working collaboratively with others

- Group Exercise
- Presentation - The benefits of working collaboratively in a group
- Short (5-minute) survey
- The rest of the afternoon will focus on strategies to ensure you maximize those benefits.

## 2:20 PM - Strategy 1 – Each person takes responsibility for the group success

- Determine your level of commitment to the group's success.
  - What is the likelihood that some combination of climate, population growth, or other factors will make future water management more challenging, not less?
  - What if the group fails to agree on a local plan? What scenarios might unfold that have negative consequences?
  - How might those negative consequences affect you or your interests?
- Break into pairs and share your answers
- What does it mean to “take responsibility for the group's success”?
  - What happens when it becomes “someone else's problem”?
  - Leadership = *actively* helping the group to overcome obstacles and move forward

## 2:40 PM - Strategy 2 – Each member feels appreciated

- Presentation: Listening with intent to understand

## 3:00 PM - Strategy 3 – Disagreement and conflict are seen as normal expected

- Exercise: List some of the different or competing interests involved in this planning effort (the interest, not the person or organization) and what you think will be the most important conflicts, disagreements, or choices that will have to be worked out.
- Pair up with your same partner and share your answers
- Presentation: The collaborative approach to addressing disagreement and conflict

## 3:20 - Strategy 4 - Attention to results and Accountability

- Exercise: Complete this sentence: “We will have failed if we don't.....”
- What's important here? How do we avoid “Kabuki Theater”?

## 3:30 - Strategy 5 – Shared and Balanced Participation

- Presentation: Consensus Decision-Making

## 3:45 PM – Wrap Up

- Write one big takeaway from this session – a new insight or reminder that you will use in this process
- Write one insight about how you see your own role, how you can help the group succeed in its task
- Share