



Collaboration in NEPA

Overview

This training is geared for those involved in the NEPA process. Participants will learn how to assess and plan for successful collaboration in NEPA processes using appropriate tools, techniques, and best practices. Participants also will develop a better understanding of the policy goals of NEPA and the benefits of using collaborative approaches to achieve those goals. This interactive and experiential training will include real-world NEPA case studies and skills practice and enable participants to analyze the potential and plan for collaboration in upcoming NEPA activities.

Learning from the course can be applied to different types of projects (e.g. planning, infrastructure, energy, transportation, multi-agency project, etc.). The training also will provide an opportunity to work with NEPA practitioners at other agencies and outside of government.

By the end of the training, participants will have the knowledge/skills to:

- Relate the premise and policy underpinnings of NEPA to implementing collaborative approaches
- Identify the benefits and uses of collaboration in NEPA, and an array of tools, techniques, and best practices to achieve the benefits, in different situations
- Define and articulate the different degrees of collaboration in a NEPA context
- Understand the mindsets, skills, and behaviors conducive to successful collaboration
- Integrate the collaboration mindset and techniques into NEPA planning and implementation
- Assess the potential for and feasibility of utilizing collaborative approaches in NEPA
- Develop strategies for successful collaboration in NEPA and addressing potential obstacles
- Connect collaboration concepts to real-world NEPA examples
- Apply collaborative principles/tools/techniques to working with lead agencies, cooperating agencies and stakeholders
- Apply collaborative principles/tools/techniques to their own NEPA examples

Recommended References

1. Council on Environmental Quality. "Collaboration in NEPA: A Handbook for NEPA Practitioners." (October 2007) http://www.ecr.gov/pdf/Collaboration_in_NEPA_Oct_2007.pdf
2. Council on Environmental Quality. "A Citizen's Guide to the NEPA: Having Your Voice Heard." (December 2007) http://ceq.hss.doe.gov/nepa/Citizens_Guide_Dec07.pdf
3. Council on Environmental Quality. "NEPA Task Force Report to the Council on Environmental Quality – Modernizing NEPA Implementation." (September 2003) <http://ceq.hss.doe.gov/ntf/report/pdftoc.html>
4. Council on Environmental Quality. "Memorandum for Heads of Federal Agencies: Cooperating Agencies in Implementing the Procedural Requirements of the National Environmental Policy Act" (January 2002) <http://ceq.hss.doe.gov/nepa/regs/cooperating/cooperatingagenciesmemorandum.html>
5. "Attachment 1: Factors for Determining Whether to Invite, Decline or Eng Cooperating Agency Status" <http://ceq.hss.doe.gov/nepa/regs/cooperating/cooperatingagencymemofactors.html>
6. Council on Environmental Quality. "Memorandum for Heads of Federal Agencies: Designation of Non-Federal Agencies to be Cooperating Agencies in Implementing the Procedural Requirements of NEPA." (July 28, 1999) <http://ceq.hss.doe.gov/nepa/regs/ceqcoop.pdf>
7. Council on Environmental Quality. "The National Environmental Policy Act: A Study of Its Effectiveness After Twenty-Five Years." (January 1997) <http://ceq.hss.doe.gov/nepa/nepa25fn.pdf>
8. National Environmental Conflict Resolution Advisory Committee. "Final Report – submitted to the U.S. Institute for Environmental Conflict Resolution of the Morris K. Udall Foundation: Section 4: NEPA Section 101 Subcommittee, Draft Findings and Recommendations. U.S. Institute for Environmental Conflict Resolution. (April 2005) http://www.ecr.gov/pdf/NECRAC_Report.pdf
9. Carpenter, S. "Choosing Appropriate Consensus Building Techniques and Strategies." In Susskind, L., McKearnan, S. and J. Thomas-Larmer (Eds.) *The Consensus Building Handbook: A comprehensive guide to reaching agreement*. Thornsedale, (1999) CA: SAGE. Pp. 61-97.
10. Moore, C.W. and P.J. Woodrow. 1999. "Collaborative Problem Solving within Organizations." In Susskind, L., McKearnan, S. and J. Thomas-Larmer (Eds.) *The Consensus Building Handbook: A comprehensive guide to reaching agreement*. Thornsedale, (1999) CA: SAGE. Pp. 591-630.

TENTATIVE AGENDA Day One

Morning

8:30 am **Introductions, Objectives, Logistics**

Welcome!

- Introductions,
 - Activity: Identify a key conflict on a NEPA process you have worked on
- Course Objectives

Collaboration in the NEPA Context?

- What is Collaboration
- Review of NEPA 101
- Benefits of Collaboration
 - Group Discussion: what are the benefits of Collaboration?
- What Does Collaboration Mean in the NEPA Context
- 2012 OMB & CEQ Joint Memorandum on ECCR
- Collaboration in NEPA – A Handbook for NEPA Practitioners
- NEPA and the Federal Advisory Committee Act (FACA)

Break

Assessing Collaborative Capacity, Readiness, and Potential

- Analyzing the Situation
- Key Assessment Questions
- Establishing the Conditions for Successful Collaboration
 - Discussion: Gathering information needed to support collaboration
- *Scenario Exercise 1*

Lunch

Leading Collaboration in the NEPA Context

- Managing Collaboration
- Preparing to Collaborate
 - Activity: Facilitative Leadership Self-Assessment
- *Scenario Exercise 2*

Break

Collaboration Mindset

- Activity: What are your/your agency's beliefs about NEPA/Collaboration?
- Attitudes and Behaviors Conducive to Collaboration

4:30 pm **ADJOURN**

Day Two

Morning

8:30 am

Review of Day One

- Questions
- Revisions to agenda

Designing Collaboration into the NEPA Process

- Opportunities and Options for Collaboration during NEPA
- Designing a Collaborative NEPA Process
- Goal Setting for Collaborative Processes
- Who Should you Engage in a Collaborative Effort?
- What Degree of Collaboration is Appropriate?
- *Scenario Exercise 3*

Break

Conflict Management

- Sources and Causes of Conflict
- Responses to Conflict
- Assessing Perspectives
- Strategies for Managing Conflict
- Key Steps for Managing Conflict
- Where Does Conflict Occur in Environmental Review?
- *Scenario Exercise 4*

Lunch

Opportunities and Challenges to Using Collaboration in NEPA in your Agency/Organization

- Challenges to using Collaboration in NEPA
- Collaboration at the Intersection of Science and Agency Decision-Making
 - Activity: Identify Opportunities and Challenges in your Agency/Organization
- *Scenario Exercise 5*

Break

Collaboration Strategy Clinic

- Activity: Discussion of participant cases, challenges, situations

Key Take-Aways

- Activity: Make a list of key concepts and skills from the training you want to apply to your work
- Recap & Wrap-Up

Workshop Debrief and Evaluation

4:30 pm

ADJOURN