

Executive Summary

More than twenty states are known to be developing or implementing management frameworks that use watersheds as the organizational basis for integrating water resource protection and restoration activities. These frameworks address the process and procedures for coordinating activities—from public outreach to strategic monitoring and assessment to integrated management. Seventeen of these states have used, or are currently using, technical expert facilitators to help design their frameworks. This document focuses on thirteen of these states where facilitation efforts have been completed and frameworks are being implemented:

Alaska	New Jersey
Arizona	Tennessee
Delaware	Texas
Georgia	Utah
Kentucky	Washington
Nebraska	West Virginia
North Carolina	

The purpose of this document is to describe how facilitation has helped these states, and to provide useful recommendations for states that are considering the use of facilitation for framework development.

Facilitation can be used to guide states through a challenging process that includes examining what is possible and beneficial in a statewide watershed approach (scoping), framework design and development, transition planning, and framework documentation. This support often includes a portion or all of the following:

- education on statewide watershed management and experiences in other states
- consultation on approaches for organizing and developing a statewide framework
- management of the process for designing and developing statewide frameworks
- *neutral* facilitation of discussion and consensus building
- mediation among framework development group members to resolve differences
- documentation of the framework to provide a long-term reference for a state
- assistance in making the transition to the new framework

Facilitation services have varied for each state depending on its needs, plans, perspectives, and available resources. States like Alaska, Nebraska,

New Jersey, North Carolina, Tennessee, and Washington used facilitation services for specific, short-term efforts aimed at “getting the ball rolling.” Other states such as Arizona, Delaware, Georgia, Kentucky, Texas, Utah and West Virginia have used facilitation comprehensively to help initiate, design, and establish a management framework.

According to these states, the basic attributes for a good watershed management facilitator include being able to:

- communicate the issues involved in statewide watershed management effectively
- encourage open discussion and build consensus
- provide structure and focus for the development process
- adapt facilitation styles from formal to informal as needed

A state’s decision whether it could benefit from facilitation can be based on several factors, but largely hinges on the experience and resources the state has at its disposal and the number of agencies and organizations that want to be a part of framework design. States that can devote significant staff time to organizing, planning, mediating, and documenting tasks, or that are designing a framework involving only one agency section or division, may choose not to rely as heavily on facilitation. States that have less available staff time and experience, or that have multiple potential watershed partners, may find facilitation services vital to make progress in developing or enhancing their approach.