

OUR HISTORY AND LEADERSHIP

Founded in 1990, Common Ground is located at the University of California, Davis, one of the nation's top public research universities. Common Ground is dedicated to helping communities and organizations explore and create innovative solutions to complex policy issues.

Common Ground operates under the exceptional leadership of two co-directors who have extensive experience in collaboration and dispute resolution.



Carolyn Penny, J.D., holds a Bachelor of Arts from Duke University and J.D. from the University of San Diego. She has an extensive background in conflict resolution, issue-framing, meet-

ing design, facilitation of multi-stakeholder decision making, organizational planning, mediation, facilitation of public engagement processes, training, and analysis and writing. Her clients have included private sector companies, community grassroots efforts, nonprofit organizations and public sector agencies. With a certificate in Land Use and Environmental Planning from UC Davis Extension, Carolyn has facilitated problem solving on a variety of issues including water use, transportation, land use, education, public health, the environment and quality of life.



Beth Greenwood, J.D., holds a Bachelor of Arts and J.D. from the University of California, Davis. She has more than a decade of experience as a mediator, facilitator and project manager. During her

years of experience in the field of collaboration, she has brought diverse stakeholders to agreement on complex issues such as military base reuse, mobility, watershed planning and landscape visioning. She has also developed mediation systems for school districts and delivered workshops on mediation to state and local agencies. In addition to co-directing Common Ground, Greenwood is the department chair and director of International Programs at UC Davis Extension.

Collaboration can produce a better outcome for everyone. This occurs when stakeholders with diverse interests work together to seek common ground. From such efforts, solutions are created that benefit the entire community.

We're easy to access.

**Common Ground: Center for Cooperative Solutions
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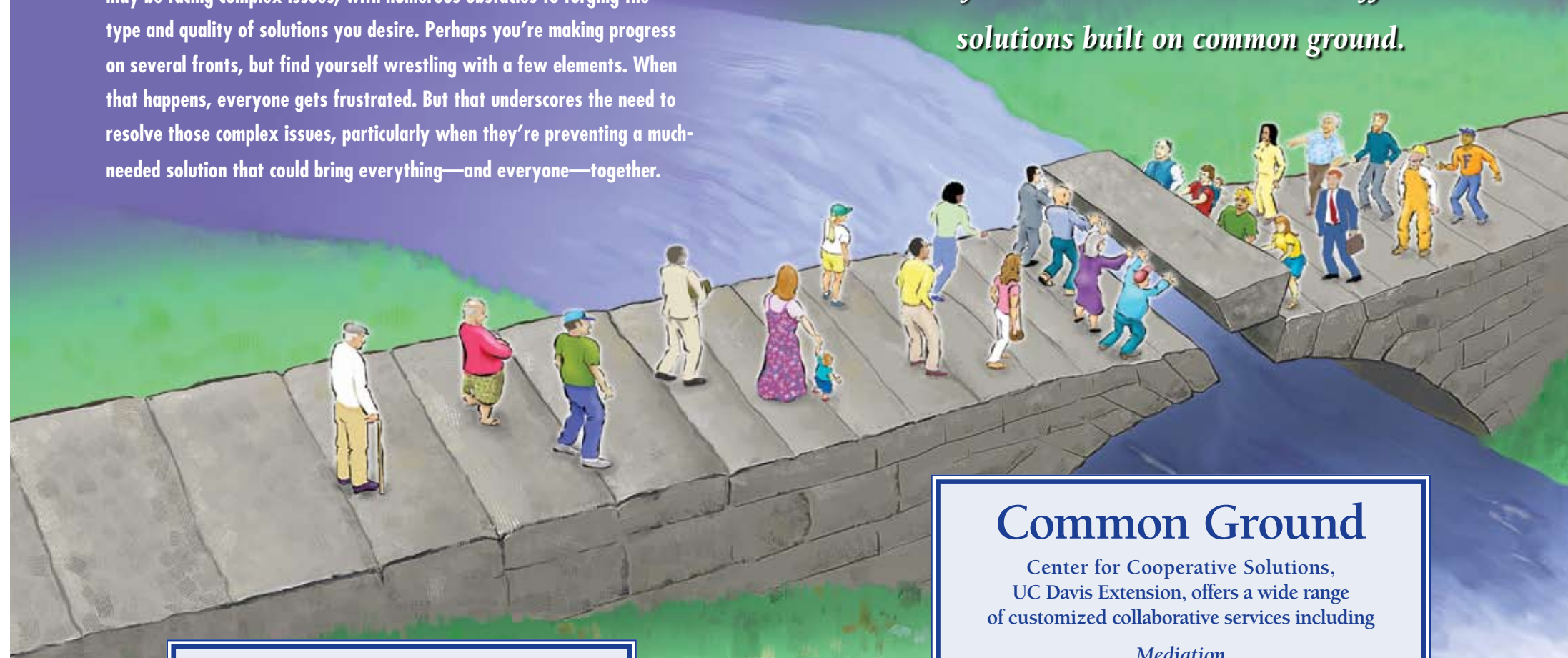
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COLLABORATIVE EFFORTS, by their very nature, draw upon multiple disciplines to resolve complex problems that involve multiple issues, subtle dynamics and intricate relationships that are sometimes adversarial.

Organizations or communities that turn to collaborative services are typically seeking more balanced solutions based upon common interests among diverse stakeholders. Often these solutions are more durable, because they embrace a shared vision for the common good.

Would you or your organization benefit from collaborative services? You may be facing complex issues, with numerous obstacles to forging the type and quality of solutions you desire. Perhaps you're making progress on several fronts, but find yourself wrestling with a few elements. When that happens, everyone gets frustrated. But that underscores the need to resolve those complex issues, particularly when they're preventing a much-needed solution that could bring everything—and everyone—together.



"Common Ground provided a great service as we worked to create a new vision and direction for our community services department. The effort was a real success, and a fun experience."

—Terry Dugan
Director (retired), Education and Conferences,
League of California Cities

**UC DAVIS
EXTENSION**

PROFESSIONAL AND CONTINUING EDUCATION

Common Ground

**CENTER FOR COOPERATIVE SOLUTIONS
UC DAVIS EXTENSION**

*When the stakes are high or the issues complex,
skillful collaboration can achieve effective
solutions built on common ground.*

Common Ground

Center for Cooperative Solutions,
UC Davis Extension, offers a wide range
of customized collaborative services including

Mediation

Facilitation

Public Policy Dispute Resolution

Conflict Resolution Courses

Conflict Assessment

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If your community or organization is facing unresolved issues, collaborative services or training could improve the odds of finding the answers you need.

Are you trying to resolve complex issues? How will you forge strategic action plans between overlapping authorities with divergent needs competing for the same resources?

Are you faced with a stalemate you can't afford? Is conflict over a single issue preventing the big picture outcomes you need to achieve?



Are you seeking a better outcome that's fair to all involved? Despite lengthy exchanges and negotiations, do the proposed solutions seem to leave some parties out in the cold?

Do you need to build common interests among diverse stakeholders? Are you facing a deadline for an agreement that must resolve the interests of diverse stakeholders?



Are you seeking solutions that will last? Instead of creating patchwork coalitions that must be repaired or reconstructed each year, would you rather develop lasting partnerships that create long-term solutions?

Would you like to convert adversaries to partners or allies? How can you create agreements and working relationships between groups or organizations with differing missions and core values?



Are you seeking solutions that require greater vision and cooperation? Have you reached the point where you want to move beyond adversarial engagements and problem solving to create a sense of community—including a shared vision for the future and strategies to carry it out?

Why choose Common Ground: Center for Cooperative Solutions?

Common Ground, as part of the University of California, Davis, offers these unique benefits and advantages:

- Neutrality
- Focus on education and capacity building
- Ability to tailor collaborative and resolution services to your specific needs
- Connection to the depth and breadth of UC faculty and staff for research information
- Ability to provide highly qualified facilitators, mediators and instructors whose expertise matches your needs

Proven Results

The range of challenges and problems we solve

Common Ground helps government entities, agencies, private sector organizations, nonprofits and communities come together and work out solutions to public policy issues including land use, water quality, health, education and transportation. In order to accomplish this work, Common Ground provides facilitation and mediation services, educates communities and organizations in order to build capacity in collaboration, and conducts and conveys research on what helps and hinders cooperative process and solutions.

"Common Ground has been instrumental in bringing the voices of the people, businesses and community leaders of Inland Central California to state infrastructure and environmental protection agencies. Common Ground's ability to get out in the region, find out who to talk to and solicit their candid thoughts is invaluable information that state agencies can use to understand local needs and to provide better services."

—Brian J. Smith
Deputy Director for Planning and Modal Programs
California Department of Transportation

Clients Served

Common Ground has served numerous clients throughout California, the western United States and beyond. A partial list includes:

- U.S. Department of Agriculture
- California Department of Transportation
- Yolo County Communications and Emergency Services Agency
- The Nature Conservancy
- Sierra Business Council
- California Department of Fish and Game
- Sacramento County Department of Planning and Community Development
- League of California Cities

Services We Offer

MEDIATION: We serve as neutrals to resolve conflict by helping the stakeholders create and reach their own solutions.

FACILITATION: We work with groups to help them identify and meet their goals.

PUBLIC POLICY DISPUTE RESOLUTION: We facilitate resolution of conflicts regarding complex public policy issues to achieve balanced solutions among diverse stakeholders.

CONFLICT RESOLUTION COURSES AND TRAININGS: We design and deliver courses and customized training sessions to strengthen conflict resolution understanding and capacity for professionals, participants and convenors.

CONFLICT ASSESSMENT: We assess stakeholder readiness for negotiation or collaboration.

Highlights from a few of the outcomes achieved through services provided by Common Ground:

Shasta-Scott Coho Salmon Recovery Team

Focus: Common Ground co-facilitated a yearlong consensus building process among multiple stakeholders, a process that resulted in 140 recommendations for the recovery of the coho salmon in the Shasta and Scott River Valleys in Siskiyou County.

Stakeholders: Local landowners, environmental interests, resource conservation districts, sport fishers, a coordinated resource management program, a watershed council, local government, state agencies, federal agencies, and a science representative.

Process and outcome: In addition to recovery team meetings, Common Ground co-designed and co-facilitated two highly successful public meetings in the region. The comprehensive Recovery Strategy for California Coho Salmon was finalized in June of 2004.

Sierra Business Council—Sierra Leadership Seminar

Focus: Common Ground provided training services regarding leadership, communication and community collaboration as part of the Sierra Leadership Seminar so area leaders can work most effectively with their communities to develop solutions to challenges affecting the Sierra region.

Participants: Current and emerging leaders of the Sierra.

Process and outcome: Common Ground conducted practical, community-based workshops that helped create a network of collaborative leaders throughout the Sierra with a high level of capacity to enhance their communities.

Inland Central California Collaborative Planning Assessment

Focus: Common Ground conducted a Collaborative Planning Assessment of the 12 counties of Inland Central California (Amador, Calaveras, San Joaquin, Tuolumne, Stanislaus, Mariposa, Merced, Madera, Fresno, Kings, Tulare and Kern) for the Tri-Agency Partnership (California Resources Agency, California Business, Transportation and Housing Agency and California Environmental Protection Agency).

Stakeholders: Major transportation, housing, environmental and economic stakeholders of the Inland Central California area and the Highway 99 economic sphere.

Process and outcome: Common Ground conducted 160 interviews and a detailed

analysis, which included collaborative projects, factors supporting collaboration, barriers to collaboration, key stakeholders and issues, and recommendations for processes to further collaborative planning in the area.

Colusa Subreach Planning Project

Focus: Common Ground facilitated a collaborative multi-stakeholder effort to develop a habitat restoration strategy for specific properties along the 21-mile stretch of the Sacramento River from Princeton to Colusa between the Sacramento River Flood Control Project levees.

Stakeholders: Area landowners, environmental organizations, local interests and federal and state resources agencies.

Process and outcome: Common Ground facilitated this open and inclusive planning project, which is taking place over a three-year period and includes assisting with public engagement process planning, managing and facilitating an advisory workgroup and meetings, and presenting public outreach plans and results to various entities.

Yolo County Communications and Emergency Services Agency

Focus: Common Ground designed and led organizational planning sessions and workshops.

Participants: Board, staff, local government representatives, and police and fire agencies in the field of emergency services.

Process and outcome: With Common Ground's facilitation, YCCESA created long range plans regarding resources, member agency vision, infrastructure and technology.

United States Department of Agriculture – California Certified Agricultural Mediation Program (CCAMP)

Focus: Common Ground is designated by the USDA to mediate issues such as agricultural credit, rural housing and compliance with farm programs.

Participants: Agricultural producers, farmers, creditors, government agencies and others directly affected by the actions of the USDA.

Process and outcome: Common Ground conducts non-threatening, informal conflict resolution procedures in which participants decide on the solutions, relationships are preserved, and confidentiality is maintained. The process usually takes 30 to 45 days from the time that mediation is requested until an agreement is reached.

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