

Presentation to the MRRIC Planning Group

*Wednesday, April 25, 2007
Kansas City, Missouri*

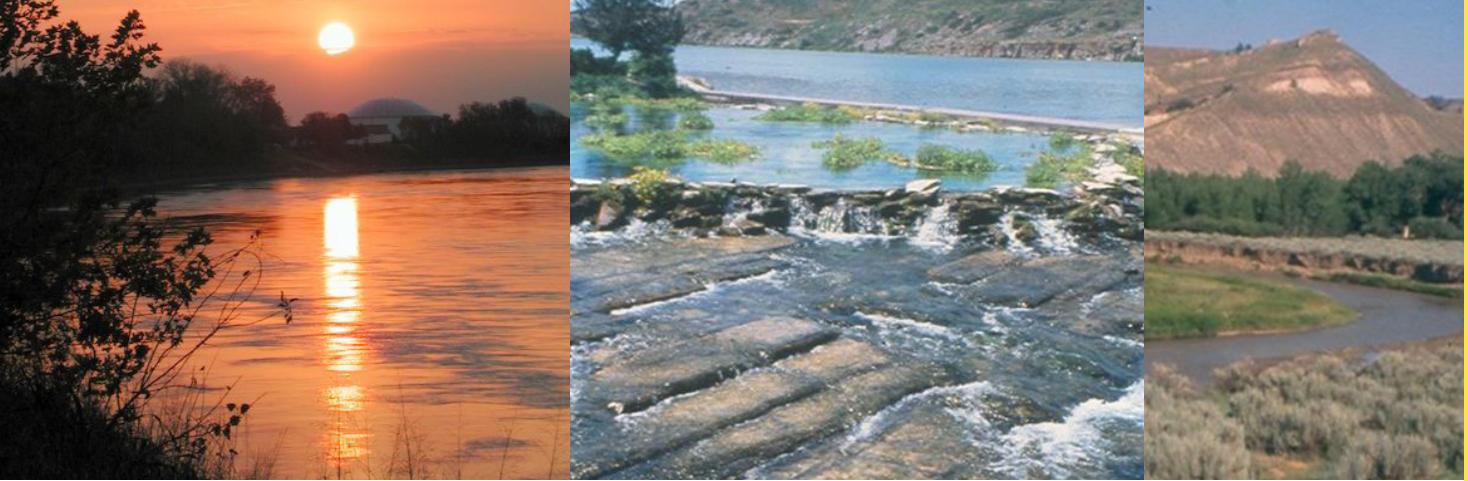
WORKBOOK

for consideration of Preliminary Draft
Proposed Operating Procedures and Ground Rules



RUTH SIGUENZA, LLC
Communication. Consensus. Closure.

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ASSOCIATES



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Your Team

Ruth Siguenza, Team Leader, is a Certified Professional Facilitator (CPF), CPF Assessor and trained mediator (www.ruthsiguenza.net). She is one of about 170 CPFs in the United States certified by the International Association of Facilitators (www.iaf-world.org) and is a member of the U.S. Institute for Environmental Conflict Resolution (USIECR) roster. Ruth's expertise is in the chartering and facilitation of environmental advisory groups. Her experience includes working in the areas of endangered species, land and resource management, nuclear and hazardous waste cleanup, military base closure and reuse, county mineral lands planning, and rural wastewater services. She has also conducted mediations in the areas of land use and risk assessment, including mediation between federal government agencies and tribal governments. Ruth's past technical staff experience includes work in corporate and federal land management, federal environmental assessment and regulation, public participation, and community and economic development. She holds a Master of Public Administration degree with a concentration in natural resources policy and law and a Bachelor of Science degree in forest resources and land use planning.



Ruth Siguenza, CPF



Karen Amen, Assistant Team Leader and Public Involvement Lead, is one of only 10 Certified Professional Facilitators in the Missouri River basin. After 15 years in private practice, Karen joined Olsson Associates (www.oaconsulting.com), an engineering, planning, and environmental sciences firm with headquarters in Lincoln, Nebraska, with multiple offices in the Missouri River basin. Karen has also successfully completed the International Association for Public Participation (IAP2) certificate program in public participation. Her work as a neutral facilitator spans 20 years and includes projects in corporate strategy, academic planning, public policy, infrastructure development, natural resources, and environmental assessments. Karen holds a Bachelor of Arts degree in English and has done graduate work in sedimentary geology.



Karen Amen, CPF

Martha Gilliland, Technical Expert and USIECR Liaison, currently serves on the board of directors of Black and Veatch Corporation (www.bv.com), a global engineering, consulting, and construction company specializing in infrastructure development in energy, water, information, and government markets. She has served on the President's Council of Advisors on Science and Technology (PCAST), a panel of 25 leaders from business and academia charged with advising the White House on science and technology issues. Her ties to the Missouri River basin include her work as chancellor of the University of Missouri-Kansas City, director of the Center for Infrastructure Research at the College of Engineering at the University of Nebraska-Lincoln, and as the facilitator for planning in the Platte River basin in Nebraska for the Nebraska Department of Natural Resources. Martha holds a doctorate of Arts degree in environmental engineering and systems ecology, a Master of Arts degree in geophysics, and a Bachelor of Arts degree in geology and mathematics.



Martha Gilliland, Ph.D.



Steve Miller, AICP

Steve Miller, Public Involvement Specialist, is certified by the American Institute of Certified Planners (AICP) and offers 17 years of community planning experience, including work as a planning consultant and as a city planner. He has assisted in developing comprehensive plans, corridor studies, area plans, and park and recreation master plans for small and large communities throughout the Midwest. Steve worked for about 10 years in the public sector as Director of Community Development for the City of Raytown, Missouri, and as an environmental planner for Mid-America Regional Council in Kansas City. Steve is currently team leader of Olsson Associates' Landscape, Architecture & Urban Planning group where he works extensively on community engagement activities. He is certified as a charrette planner by the National Charrette Institute. He also holds a master's degree in Community Planning.



Lisa Behrns

Lisa Behrns has been involved with the public involvement aspect of various Olsson projects for nearly four years, including project database implementation, maintenance, and management; meeting coordination; focus groups and neighborhood meetings; Web site and direct mail content and design; graphic design; and overall public involvement strategy. Lisa's experience also includes developing public information strategies that will best inform the public. Lisa holds a Bachelor of Journalism degree and plans to complete IAP2 certification in June.

Draft Purpose and Schedule

A. Draft Purpose for the Drafting Team Effort:

To develop a recommended initial Charter for the Missouri River Recovery Implementation Committee (MRRIC) for the Federal Working Group of the Missouri River Basin Interagency Roundtable.

B. Summary of Possible Schedule and Work Plan:

1. **May:** Planning meeting of facilitation team, co-chairs, and USIECR.
2. **June:** Drafting Team meets to review legal, regulatory, and policy issues, gather information from other similar chartering efforts, and to develop its final operating procedures and ground rules.
3. **July:** Drafting Team develops major outline of MRRIC charter and identifies norms for individual behavior and for how to deal with those outside the group.
4. **August:** Drafting Team develops norms for MRRIC working as a group, including major roles, representation of organizations and interests, and decision-making rule(s).
5. **September:** Joint meeting of Drafting Team and Review Panel to identify preliminary charter for presentation at public workshops.
6. **October:** Public workshops. Drafting Team meets to develop initial responses to public input and identify revisions to draft MRRIC charter.
7. **November:** Joint meeting of the Drafting Team and Review Panel to consider input from public workshops and identify revisions to MRRIC charter.
8. **December:** Drafting Team adopts charter recommendations for Federal Working Group.

Elements of a Group Charter

GROUP NAME: How will this group be known?

WHO: Who are the members of the group?
What are their roles?

PURPOSE: What are the key questions and issues the group will address?

SCOPE: What are the bounds of the group's responsibility and authority?

OUTPUTS: What are the expected outcomes and outputs of the group?

TIME FRAME: When are the outputs to be produced?
When does the group sunset or complete its purpose?

OPERATING PROCEDURES AND GROUND RULES: *

What are the expectations for individual members of the group?
How will the group operate?
How will the group and its members relate to those outside of the group?

* *Operating procedures and ground rules are unique to each group. It is important that the Drafting Team own and endorse its own procedures and ground rules. The remainder of this workbook outlines a number of norms for individuals, group operations, and interactions with outsiders for consideration by the Drafting Team for its own functioning.*



Representation of Interests

Members and their alternates will be responsible for representing the interests and concerns of the organizations, institutions, and constituencies they represent at the table. They will consult with their constituencies on a regular basis concerning the discussions and recommendations of the Drafting Team. Members will represent information accurately and appropriately to their constituents and others.

Preparation and Attendance

Members will make every effort to attend meetings, to participate actively, to be prepared to discuss information and issues, and to be available for work between formal meetings. They will represent information, especially information contained in draft documents, accurately and appropriately.

Sharing and Considering Information and Perspectives

Members will share their interests and objectives openly. They will acknowledge the group's diversity and will respect each other's opinions. Members will avoid personal attacks. In striving to reach consensus and agreement, members will listen carefully to the views expressed by others, avoid interruptions, seek ways to reconcile differing views, and focus on constructive problem solving.

Members and Alternates

Members and their alternates are responsible for keeping each other briefed on their constituency's issues and the issues pertaining to Drafting Team activities. Meeting agendas will not allocate time for recapping past discussions and decisions for the purposes of updating those who have missed past meetings.

Procedural Guidance

Members will adhere to the group's ground rules and respect the procedural guidance and recommendations of the Drafting Team co-chairs and the facilitation team.

NOTES:

What are the individual behaviors that could inhibit, damage, or sabotage the Drafting Team's work?

How should the draft norms for individual members of the Drafting Team address these potential behaviors of concern?

Draft Expectations for **Group Operations**

Roles and Responsibilities of Leadership and Staff

Co-Chairs will:

- Be responsible for protecting the interests of all Team members and alternates. They will act in a fair and balanced manner with respect to the Team's operation and the conduct of its meetings. The co-chairs, with the assistance of the facilitation team, will strive to determine the views of all Drafting Team members regarding Team recommendations and work to achieve consensus to the greatest extent possible. They will also work to understand when consensus is not possible and some other course of action is necessary.
 - Have the authority to represent and convey the views of the Drafting Team to agencies, elected officials, and the public.
 - Collaboratively develop meeting agendas, co-facilitate Drafting Team meetings, and review draft meeting summaries for accuracy and completeness with the full support of the facilitation team.

Facilitation Team will:

- Help the Drafting Team conduct its work in a neutral, balanced, and fair manner.
 - Develop meeting agendas and meeting designs in collaboration with the co-chairs, USIECR representatives, and others, as appropriate.
 - Co-facilitate Drafting Team meetings with the co-chairs and keep discussions focused and on track.
 - Consult with the Drafting Team co-chairs and others, as appropriate, regarding process management and the resolution of issues of concern.
 - Develop draft meeting summaries in collaboration with USIECR staff.

NOTES:

What are the key leadership and support roles and responsibilities that the Drafting Team needs in order to be successful?

Draft Expectations for Group Operations

U.S. Institute for Environmental Conflict Resolution (USIECR) will:

- Execute and manage the facilitation contract.
- Serve as the liaison between the Federal Working Group, the Drafting Team co-chairs, and the facilitation team.
- Assist with developing meeting processes, agendas, and strategies.
- Provide a note-taker for all Drafting Team meetings.
- Coordinate logistics and other support needs in collaboration with the co-chairs and the facilitation team.

Dispute Resolution Process

Should a question or concern arise regarding the conduct of members of the facilitation team, co-chairs, or USIECR staff, a member of the Drafting Team may request a conference call or in-person meeting to be attended by at least one member of the facilitation team, one of the co-chairs, and one representative of USIECR for the purpose of discussing the issue and seeking resolution.

If resolution cannot be achieved through this discussion, the Drafting Team member may request a conference call or in-person meeting with at least one member of the Federal Working Group, as well as at least one member of the facilitation team, one of the co-chairs, and one representative of USIECR, for the purposes of discussing the issue and seeking resolution.

If resolution cannot be achieved through the means above, the issue will be forwarded to the Federal Working Group for discussion and disposition.

NOTES:

How should the draft norms for leadership and staff address these needs?

Draft Expectations for Group Operations

Consensus and Decision-Making

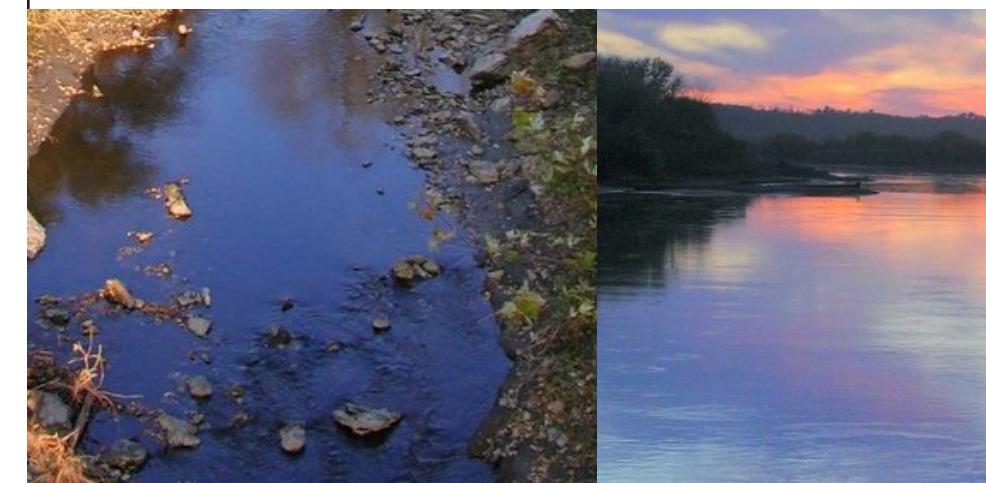
Process

The Drafting Team will strive to reach consensus on an initial charter for MRRIC. It will work to avoid the use of formal voting whenever possible.

Major consensus decisions will be made using a two-step process spanning at least two Drafting Team meeting days to assure adequate notification of and deliberations by Team members.

The absence of Drafting Team members or alternates from a meeting does not imply consent to any recommendation. In addition, a member's absence is not sufficient to compel the reopening of a discussion or an adopted recommendation for reconsideration.

In no instance shall the Drafting Team convey consensus recommendations or characterize them as being a consensus of the Team unless 75 percent of the members or alternates were in attendance at the meeting at which consensus was determined.



NOTES:

Definitions

There are three levels of consensus that may be possible. Consensus represents substantial agreement that the Drafting Team can move forward with its work.

- The first is *unanimous agreement among all Drafting Team members.*
 - The second is a *consensus that can be characterized as all Drafting Team members being willing to “live with” a recommendation.*
 - The third is *one or more Drafting Team members registering dissent but not wishing to block the Team from providing advice that might otherwise be characterized as a consensus of the Team but for their dissent. At this level, the Drafting Team can acknowledge disagreement and document the reasons. This will be termed broad support for a particular recommendation, meaning that most Drafting Team members support a particular recommendation, but there are specific and identifiable areas of disagreement by a few members.*



NOTES:

What will be the definition of “consensus” for this group?

Draft Expectations for **Group Operations**

Decision-Making Roles and Responsibilities

The co-chairs and the facilitation team are responsible for seeking and probing for consensus. It is the responsibility of each Drafting Team member to voice dissent if s/he cannot live with any particular recommendation.

In addition to expressing consent or dissent regarding Committee recommendations, Committee members are free to abstain from a determination of consensus if they have a conflict of interest that would prevent them from offering such advice; if it is not part of the mission or role of their organization or constituents to participate in discussions on the topic of the recommendations; or for whatever other reasons they may choose. It is the responsibility of each Committee member and alternate to affirmatively state his or her desire to abstain from participating in a determination of consensus if they so choose.



NOTES:

Draft Expectations for **Group Operations**

Non-Consensus Decision-making Options

Only after exhausting all avenues to resolve conflicts and agree on a mutually acceptable recommendation will the Drafting Team be asked to vote. A 75 percent majority will allow such recommendations to move forward. Areas of disagreement will be documented fully and represented faithfully to those outside the Drafting Team, including transmission, along with recommendations.

In conveying recommendations, it is incumbent upon the Drafting Team, its co-chairs, and its facilitation team to accurately describe the level of consensus that has been achieved. If consensus cannot be reached, a majority vote cannot be achieved, and the Drafting Team still wishes to convey recommendations on an issue, the views of Team members may be expressed through majority and minority reports.



NOTES:

How should the group make decisions when it cannot reach consensus?

Draft Expectations for **Group Operations**

General Drafting Team Operations

Use of Time

Members, agency staff, and the facilitation team will respect time by being on time. Meetings will begin and end on time unless otherwise agreed to by the Drafting Team.

When making comments, members and other meeting participants will consider the time needed for others to share their perspectives.

Balanced Representation of Interests and Agencies

Each interest and organization at the table, whether formally appointed or ex-officio, will have a single seat at the table. Primary and alternate members are responsible for ensuring that their constituency is represented by a single voice at each meeting.



NOTES:

What are the types of general operating procedures and ground rules needed to help support and organize the Drafting Team's work?

Drafting Team Records, Including Recommendations

The USIECR and the facilitation team will maintain a written record that will accurately summarize the content of any recommendations made by the Drafting Team at its meetings. This written summary will be prepared in draft form and all Drafting Team members will be provided an opportunity to suggest revisions to a draft meeting summary if they do not believe it accurately portrays the content of the Team's deliberations.

All Drafting Team recommendations shall be documented in writing in meeting summaries or in Team correspondence signed by the co-chairs.

Representatives of the Federal Working Group will respond in writing to all written recommendations of the Drafting Team stating the manner in which Team recommendations were incorporated into agency decision-making or, if applicable, the reason(s) why Team recommendations were not adopted.

Subcommittees

The Drafting Team may create special working groups to address specific issues directly related to the Team's purpose. Prior to commencing work, each of these working groups will have a short, written charter that outlines purpose and mission; scope and authority; deliverables and work products; membership roles and responsibilities; and the specific time frame associated with the group's work.

NOTES:

Draft Expectations for Interactions Outside the Group

Public Input During Meetings

All Drafting Team meetings shall be open to the public. The Drafting Team will determine how best to incorporate public comment into their work.

The public will be given the opportunity for at least one formal comment period during the course of each Drafting Team meeting, preferably one opportunity in the morning session and another in the afternoon session.

Those wishing to provide public comment will be strongly encouraged to direct their comments toward the issues and topics of focus on the agenda of individual meetings.

All Drafting Team members and alternates are strongly discouraged from making statements as individuals during public comment periods

Members of the audience and observers are asked to refrain from making statements except during public comment periods.

External Communications

All members and agency staff will avoid characterizing the views or opinions of other Drafting Team members outside of any Team meeting or activity.

All members and agency staff will accurately describe the level of consensus or agreement that has been achieved for every adopted Drafting Team recommendation that is conveyed to any agency or outside party.

The co-chairs are empowered to act as the primary media spokespeople for inquiries relating to the process and progress of Drafting Team work.

NOTES:

What are the needs for interaction and communication with individuals, organizations, and groups who are not members of the Drafting Team?

Team Summary

- **Neutrality**

- In process design and facilitation
 - In balancing multiple purposes and interests



Ruth Siguenza, CPF

- **Expertise**

- In subject matter, basin issues
 - In group process and group dynamics
 - In certification



Martha Gilliland, Ph.D.

- Experience

- In basin projects
 - In a combined 75 years of facilitation practice



Karen Amen, CPF

- **Commitment**

- To the end product: a STRONG CHARTER
 - To you, and to a successful future for the Missouri River



Steve Miller, AICP



Lisa Behrns

Photos of the Missouri River Provided by Julie Kenward & Bob Diffendal

FINAL NOTES:

What other questions do you have?

