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MEMORANDUM

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February 23, 1996

SENT VIA FAX

To: Victor Pacheco, CALFED
Charles Gardiner, Public Affairs Management

From: John Gamman and Scott McCreary, CONCUR

Subject: Instructions for facilitators, CALFED staff, agency experts, consultants and recorders participating in February 26 workshop breakout sessions

After meeting with CALFED staff on February 21 and reviewing Charles' facilitators guide for breakout groups, we offer the following suggestions.

1. It would be a very good idea for the breakout teams, including facilitators, CALFED staff, agency experts and recorders to meet prior to the Monday breakout sessions. We suggest that all workshop participants have lunch together, sitting with members of their own breakout group. Participants need to introduce one another so that the facilitators are aware of the areas of technical expertise possessed by members of the staff and consulting team in their group. This will enable the facilitator to direct questions from workshop participants to the appropriate party during the afternoon sessions. In the future, we suggest there be a formal rehearsal of any participants in workshops, public hearings or breakout sessions.
2. Add a groundrule stipulating that all participants in breakout sessions must be recognized by the facilitator if they wish to speak.
3. We suggest that the first 30 minute segment of the breakout sessions, which focuses on questions about alternatives, be structured as follows.
 - During the first 10 minutes, facilitator asks for a list of questions and alternatives. These are posted. Then, the facilitator uses a colored marker to mark similar questions.
 - After the questions are clustered, project and technical staff take 20 minutes to provide brief answers to questions that are posted and clustered.
4. We suggest that the facilitators introduce and describe the purpose of the breakout sessions as simply as possible. This could be done if the facilitators say the following:

Facilitated Negotiation • Environmental Policy Analysis • Strategic Planning
Training • Regulatory Compliance • Joint Fact-Finding

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"This workshop represents one more step in the CALFED Bay Delta Program. There will be several other workshops and public hearings to enable participants to address the broad range of concerns and interests they have about the program. However, today we would like to focus on the draft alternatives document. You all should have received a copy of this document."

"At today's breakout session we ask you to focus on the alternatives by addressing the following items.

- Which of the alternatives or categories of alternatives do you like?
- Which of the alternatives or categories of alternatives do you dislike?
- Do you have an alternative to add that is not included in the draft alternatives report?"

"This briefing and workshop are just one in a series as a part of the overall CALFED Bay Delta Program. For example, CALFED staff has offered to give technical briefings on the technical aspects of the alternatives to groups that request it. If you wish to arrange such a briefing with CALFED staff, please see a CALFED staff person or myself after this workshop."

5. At the beginning of the breakout session we suggest that all of the resource people available to the participants are introduced with to their affiliation and area of expertise.
6. As the focus of the breakout sessions is on how to improve or delete alternatives, the facilitator should be instructed to refer disparate comments by participants back to the alternatives document. If a participant makes a comment without referring to an alternative, the facilitator should say, "Could you please tell me which alternative or category of alternatives your comment refers to?"
7. We are concerned that information recorded during the workshops be done in the same format in each of the breakout sessions. We need to ensure that there is uniform recording of information on flip charts and by the word processors. During the lunch hour, time should be spent with the recorders to suggest a simple format to make sure that recording is done uniformly. For example, each recorded comment should first have the commenter's name, affiliation, and then a summary of the text of their comment. The facilitators and recorders should work together to make sure that the recorders have time to get this information for each and every comment. Word processing recorders should all use the same 12 point type font, and double space between comments. Scott may have additional suggestions on Monday at the luncheon meeting regarding the format he prefers the recorders use.

We hope you find these comments helpful in helping prepare the teams for the Monday breakout sessions.