



**NICHOLSON FACILITATION
& ASSOCIATES, LLC**

Communication. Consensus. Closure.

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Jackson/Teton County Comprehensive Plan Update Facilitation Professional Interview Questions

Goal: Conclude a 3-year Comprehensive Plan update process through a 6-month elected official review without diluting the content of the Plan

1. What is your facilitation style?

a. General philosophy?

Our team's philosophy is that the process must be clear to all participants, information is shared, and dialogue and decision-making are open. We focus on thoroughly understanding our clients' needs and creatively tailoring our approach to meet those needs. Our goal is to develop and implement successful processes that help groups achieve results efficiently and in which all participants feel heard and included. We believe that meetings built on collaboration and a desire to reach consensus result in the most complete closure and in broadly supported agreements that can be sustained over time. Nicholson Facilitation & Associates, LLC has a solid reputation for thoroughness. We work to ensure that people feel heard, informational materials are accurate, and meetings are focused and productive. We also commit to providing the client and its stakeholders accurate meeting documentation at the appropriate level of detail needed to support the project.

b. Specific strategies you have used in the past?

One of the most important meeting design considerations is to match the purpose of each agenda item with the appropriate facilitation method or technique. Facilitation tools and methods do one of three things: gather data and information, sort or help a group analyze information, or help groups make decisions.

We develop strategies and select tools and methods in support of the meeting purpose, objectives, and desired outcomes of each individual agenda item. We use a six-step process for building a purpose-driven agenda and meeting design:

1. Identify the purpose of the meeting.
2. Outline the steps to take to achieve the purpose of the meeting.
3. Make an agenda item for each step that clearly identifies the purpose and desired outcome for each step.
4. Select a facilitation tool or process that matches each step.
5. Calculate the time needed to accomplish the work in each step.
6. Identify the lead person for each step and any other needed support (e.g., background material, handouts, and supplies)

We have attached two examples of our work together as a team from a past project to illustrate the relationship between a published meeting agenda and the more behind-the-scenes meeting design used by the facilitation team and key client staff that we use to facilitate a meeting and all its components:

- Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007 (12 pages)
- Draft Agenda for the Missouri River Recovery Implementation Committee (MRRIC) Drafting Team Meeting, 27-28 August 2007 (5 pages).

Please note that the examples are for multi-day meetings that were appropriate in length for this particular project. The meeting agendas and meeting designs we develop would be scaled to meet the length of meetings needed to support your project, currently estimated to be half-day meetings. See Attachments B and C.

c. An outline of the process you might use to achieve the identified goal?

Our team's approach to planning and facilitating meetings involves seven steps. The first is framing the issues and questions the process will address as constructively and neutrally as possible. This step is critical to every other step that follows. Clear identification of the issues and questions is the foundation upon which the focus of the overall project, individual meetings and the flow of agenda activities are based. When in conflict, it can also provide a focus around which interests can be identified and discussed in a constructive context.

The second step is to calculate the complexity of the project and its issues. Ruth Nicholson has developed a complexity checklist that includes key questions that assess complexity in four ways: context, issues, participants, and perspectives.

The third step is to identify the interested and affected parties. The identification of parties is directly related to the issues, questions, and complexity as each party should have a clearly articulated, understood interest and/or role in the issues and questions being addressed by the group.

The fourth step is to outline expectations and processes. These are sometimes referred to as ground rules or operating guidelines and are often developed in response to three key questions:

- What are the expectations for the individual parties involved in this process or meeting?
- How will the process or meeting operate or progress?
- How will the process or meeting appear and relate to those outside the process or meeting?

One of the most important aspects of outlining expectations and processes is identifying the scope of the decision authority of the various parties involved in the project, including the client organization, technical advisors, and stakeholder groups. It is important to identify the process by which decisions will be made at the beginning of the project.

We work with groups to build as much agreement and consensus as possible. We define consensus by a series of affirmations:

- I understand it.
- I can live with it.
- I can support it.

Consensus may not represent unanimity. Rather, it represents an informed consent by the participants that they can live with and support the decision enough to continue to move forward and that none of the participants are so opposed to the decision that they will block, appeal, or sabotage it outside the meeting room. In those instances in which a group must have a recorded vote to document its decisions, we work with the group to build as much agreement as possible prior to the vote.

The fifth step is to document the parameters in a short, written project plan that identifies the first four steps and contains the following information:

- Process or Project Name
- Who: Who is involved and what are their roles?
- Purpose: What are the key questions or issues this process will address?
- Scope: What is/is not included in this process?
- Outputs: What are the anticipated outcomes of this process?
- Timeframe: When will the process be completed?
- Ground Rules: What are the expectations for individual parties in the process? How will the process operate? How will the process appear and relate to outsiders?

The sixth step is to make meetings meaningful. As outlined in our initial proposal, careful planning for each meeting is critical and focuses on six important areas:

- Roles and Responsibilities
- Meeting Objectives and Outcomes
- Participants
- Process
- Logistics and Support
- Documentation

Facilitation of the meeting involves the helping the group make the most productive and efficient use of the time available; ensuring that information is shared and understood by participants; enabling participants to share ideas equally and openly; and working to achieve the purpose of each agenda item, as well as the overall goals and desired outcomes and outputs of the meeting as a whole. Should something unanticipated occur during the meeting, our team would use the clarity of the purpose of each agenda item, as well as the overall goals of the meeting, to adjust meeting activities to refocus group activities and discussions as necessary to continue striving to achieve the meeting goals. Our team excels at documenting accurate and complete meeting minutes and the decisions made during meetings.

The seventh and final step is for the facilitation team to engage participants with courage and caring inside and outside of meetings. Our team is committed to keeping our eyes on the key questions and desired outcomes, to having the courage to articulate the difficult questions, unspoken issues, “smelly mooses”, “white elephants”, and “800 pound gorillas” in group discussions and to staying open and flexible to unexpected ways to help meeting participants find their own answers. We want to cultivate a trust between the parties so that they can articulate the issues that are critical to implementing and completing the project successfully.

a. How have you incorporated citizen participation into meeting facilitation in the past?

The Comprehensive Plan notes in Appendix L: Public Outreach Summary that the key components of the successful public process included: transparency, informative, aligning expectations, engaging and innovative, and focusing on the outcome. These characteristics mirror the Nicholson Facilitation & Associates, LLC philosophy that the process must be clear to all participants, information is shared, and dialogue and decision-making are open.

We understand that the planning process included a broad-based citizen participation effort with the goal of ensuring public understanding and political support. This effort was multi-layered and purpose driven and produced substantive input that was incorporated into the recommendations of the PC Certified Comprehensive Plan.

As a result, when incorporating citizen participation into the upcoming review meetings, our approach is to identify and articulate that the purpose of such participation will focus on the decision making process, not the substantive planning issues previously discussed. This helps manage expectations about how public input will be incorporated into the decision making process, as well as helping people focus their comments in such a way as to be the most helpful and impactful.

2. Jackson and Teton County have decided to separate facilitation services from the other services sought in the RFQ.

a. Can you provide solely facilitation services?

Yes, we can provide facilitation services separately from the other two service components.

b. If yes, who would be your facilitator(s)?

Our facilitation team would be composed of three people:

- Ruth Nicholson, CPF, lead facilitator and project manager
- Steve Miller, AICP, co-facilitator and city planner
- Doug Huston, decision support and documentation, technical writer

c. What role would support staff play in providing this service?

We believe that our team of three is uniquely qualified to provide facilitation and meeting documentation services to Jackson and Teton County. Ruth Nicholson, lead facilitator, is a recognized leader in the field of facilitation, particularly in the areas of environmental planning and conflict resolution, as well as in graphic facilitation methods.

As the co-facilitator, Steve Miller will assist Ruth with managing the facilitation process of this large group and bring his extensive experience as a planner to provide a unique perspective to the facilitation effort. The framework in which planners typically operate is statutory and, often, prescriptive in regard to the regulation of the subdivision and use of land and property. By having a planner on our facilitation team, we effectively bridge the gap between the closed, regulatory planning process and the open, consensus-based facilitation process. As professional planners and certified professional facilitators, we fully understand and can support public decision makers in an open process within this prescribed regulatory framework to a successful, consensus-based outcome.

Doug Huston was proposed as the primary staff person for the Writing and Editing (Service 3) component of the original RFQ. However, he is also an important part of the facilitation aspects of our work. We have discovered that having an independent meeting documentation specialist enables the facilitators to focus on moving the meeting forward, and conversely, allows the meeting documenter to focus on creating the most accurate record of the meeting possible. Having an accurate record of the meeting has proven valuable in planning future meetings; ensuring the process continues to move forward and does not spend excessive time covering issues previously addressed; and resolving questions and clarifying what actually occurred or was said at previous meetings. Doug has been heavily involved in controversial and contentious public processes as a member and chair of various federal environmental committees and task forces. This experience has given him a detailed understanding of how groups take in, process, and react to information and situations. He has helped us as a facilitation team successfully address group challenges and obstacles in the past. He has also completed basic facilitation training.

2. What are your rates and availability (January 2011 to July 2011 with possible extensions) to attend meetings in Jackson including travel and all meeting preparation and summary:

Our team is available to support this project between January 2011 and July 2011. Should the contract be extended, we would commit to being available to continue that support. Our individual labor rates are:

- Ruth Nicholson: \$185 per hour
- Steve Miller, \$161 per hour
- Doug Huston, \$75 per hour

a. per individual meeting?

We have developed a per meeting cost estimate based on a four-hour, half-day meeting. This includes meeting preparation, travel time labor, meeting set up, meeting facilitation, meeting clean up, client debrief, and meeting follow up, including preparation of meeting notes. The total estimate reflects 77 hours of labor and a total cost of \$8,013 per meeting. For a breakdown of costs and assumptions, please see Attachment A: Cost Estimate Menu for Jackson/Teton County Comprehensive Plan.

b. per multi-day block of meetings?

We have also developed a menu of cost estimates for varying lengths of travel per staff person, ranging from 2-5 days. Direct travel costs are invoiced at cost with no mark up. For this project, we propose to use the federal government per diem rates to cap and control expenses for lodging and meals. Travel cost estimates for Ruth Nicholson range from \$1,145 for a two day/one overnight trip to \$2,090 for a five day/4 overnight trip. Costs estimates for Steve Miller and Doug Huston are less than that since the team would share a single rental car for each trip. For a breakdown of costs and assumptions, please see Attachment A: Cost Estimate Menu for Jackson/Teton County Comprehensive Plan.

4. Can you work with a separate communications entity? If not, why do you believe the services need to be provided by one team?

We would be happy to work with whatever communications entity is supporting Jackson and Teton County. We are used to teaming with both government and contractor organizations to provide support to a variety of projects requiring various levels of communications support.

5. Are you available for a video conference interview on 12/7/2010 between 1:00 pm and 4:00 pm?

Ruth Nicholson and Steve Miller are available to video conference on 7 December 2010 between 1:00 pm and 4:00 pm Mountain time. Doug Huston will be traveling to a client site that afternoon. We are all available before 10:00 am Pacific/11:00 am Mountain/12:00 noon Central time that day. We could also make ourselves available on Monday afternoon, 6 December or Wednesday morning, 8 December.

Attachment A:
Cost Estimate Menu for Jackson/Teton County Comprehensive Plan.

Cost Estimate Menu for Jackson/Teton County Comprehensive Plan
Facilitation Professional Interview Questions, November 2010
<i>Business Confidential</i>

Attachment B:

Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

Planning Group Process to Develop a MRRIC Charter (Missouri River Recovery Implementation Committee)

DRAFTING TEAM MEETING

Monday, August 27, 2007 - 8:30 am - 5:00 pm
and
Tuesday, August 28, 2007 - 8:30 am - 5:00 pm

Billings Hotel and Convention Center
1223 Muldowney Lane, Billings, Montana 59101
406.248.7151

Draft Meeting Design, v0

DAY 1: MONDAY, AUGUST 27, 2007							
ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
0.	7:30 - 8:30 am 60 minutes	Room set-up	- To prepare the meeting room	<ul style="list-style-type: none"> - Set up room, including: - Set up of laptop and LCD projector equipment <p><i>Test to make sure it works!</i></p>	Steve, Ruth, Lisa, Doug, and Pat	<p>At sign-in table:</p> <ul style="list-style-type: none"> - Name tents <p>Spread around the meeting table and meeting room:</p> <ul style="list-style-type: none"> - Large post-its notes - Flipchart markers 	<p>Post flipcharts:</p> <ol style="list-style-type: none"> 1. Group purpose (charter) 2. Meeting goals 3. Agenda highlights 4. Parking Lot (general) 5. Actions Board 6. "Downstream" Parking lot substantive ideas to pass on to MRRIC 7. September meeting - including hotel information 8. Other charts? <p>Handout math for meeting:</p> <ul style="list-style-type: none"> - 30-35 copies for things distributed prior to mtg - 70 copies of new handouts

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

[illegible]

Attachment B:

Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
2.	8:45 - 9:00 am 15 minutes	Adoption of July Meeting Summary and Minutes	<ul style="list-style-type: none"> - To adopt meeting summary and minutes from the July Drafting Team meeting in Omaha, Nebraska 	<ul style="list-style-type: none"> - Identify suggested revisions - Adopt June meeting summary and minutes and direct facilitation team to finalize them 	John and Cheryl	Draft July Meeting Summary and Minutes distributed by e-mail on Monday, August 13	Planning Group was asked to send suggested revisions to Doug or Ruth by Thursday, 23 August. <i>One comment received via Mike from Federal Working group regarding update on conference calls and making that a regular part of the agenda.</i>
3.	9:00 - 10:15 am 1 hour 15 minutes	Draft Charter Outline for MRRIC and Committee Updates	<ul style="list-style-type: none"> - To review the draft charter outline for MRRIC - To acknowledge the work and contributions of the six Drafting Team committees over the past month - To receive short updates from the six (6) committees: <ul style="list-style-type: none"> o Scope and Purpose o Membership o Logistics o Convening Authority o Consensus and Decision Making o Science 	<ul style="list-style-type: none"> - Introduction to this agenda item. - Brief review of major document components: <ul style="list-style-type: none"> o sections and draft language from committees o Draft language from individuals o Issues raised in committees - Committee updates (10 minutes each): <ul style="list-style-type: none"> o Point out language o Point out issues and questions needing full group discussion 	Cheryl and John Ruth and Steve Steve or Ruth as facilitators of the most recent committee conference calls. Co-chairs input as appropriate	Draft charter outline distributed via e-mail on August 20.	<p>The purpose of this agenda item is not to begin detailed discussion of language and issues. Rather, it is to help everyone get on the same page as to the starting point for the rest of the work for this meeting.</p> <p>Committee updates:</p> <ul style="list-style-type: none"> - Scope and Purpose: Steve and Doug - Membership: Ruth and Doug - Logistics: Steve and Doug - Convening Authority: Ruth and Doug - Consensus and Decision Making: Ruth and Doug - Science: Ruth and Doug

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
4.	10:15 - 10:30 am 15 minutes	BREAK -					
5.	10:30 - 11:30 am 60 minutes	Scope and Purpose	<ul style="list-style-type: none"> - To review and discuss proposed language and wording options on the Purpose and Scope of MRRIC - To discuss key questions raised by the Scope and Purpose Committee related to the desire for broad vs. specific charter language, the Water Resources Development Act (WRDA), and the difference between restoration and recovery 	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of draft language - Questions, discussion, and suggestions 	John and Cheryl - or Steve?	<p>Draft charter outline distributed via e-mail on August 20.</p> <p>Draft language is in the front of the document.</p> <p>Issues and concerns are at the back in Appendix B</p>	<p>May need projector and laptop to support this agenda item.</p> <p>Ask members of the Federal Working Group if they can help the Drafting Team understand the difference between restoration and recovery. The FWG has been working on this and has some information that could be of use to the group.</p>
6.	11:30 - 11:40 am 10 minutes	Input from Members of the Review Panel	<ul style="list-style-type: none"> - To provide members of the Review Panel an opportunity to share input and insights with the Drafting Team 	<ul style="list-style-type: none"> - People are asked to introduce themselves with their name and affiliation before speaking 	Cheryl and John		Ruth and Steve to capture input on flipcharts, as appropriate
7.	11:40 - 11:50 am 10 minutes	Input from Members of the Federal Working Group	<ul style="list-style-type: none"> - To provide members of the Federal Working Group an opportunity to share input and insights with the Drafting Team - To provide an update on recent Federal Working Group conference calls and other activities and announcements 	<ul style="list-style-type: none"> - People are asked to introduce themselves with their name and affiliation before speaking 	Cheryl and John		Ruth and Steve to capture input on flipcharts, as appropriate

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
8.	11:50 - 12:00 noon 10 minutes	Public Comment	- To provide members of the public an opportunity to share thoughts, ideas, and concerns with the Drafting Team	- People are invited to introduce themselves with their name and affiliation before speaking	John and Cheryl		Ruth and Steve to capture input on flipcharts, as appropriate
9.	12:00 - 1:15 pm 1 hour 15 minutes	LUNCH					Lunch on your own
10.	1:15 - 2:15 pm 60 minutes	Membership	<ul style="list-style-type: none"> - To discuss MRRIC membership issues in light of the desired purpose and scope of MRRIC, including issues identified by the Membership Committee concerning size, balance, stakeholder mix, and the role of federal, state, and tribal organizations - To discuss possible categories of stakeholder interests - To identify next steps for drafting MRRIC charter language related to membership 	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of issues and questions, including list of interest categories and proposal from Lanny Meng (Missouri caucus?) - Questions, discussion, and suggestions - Identification of next steps 	Cheryl and John - or Ruth?	<p>Draft charter outline distributed via e-mail on August 20.</p> <p>No draft language is in the document.</p> <p>Issues and concerns, including a possible list of interest categories and a proposal from Lanny Meng are at the back in Appendix B</p>	<p>May need projector and laptop to support this agenda item.</p> <p>This discussion could include the integrated vs. advisory issue</p> <p>Note Marian Mass' (Review Panel) input about the desire for a wildlife conservation category that is separate or in addition to the draft list of stakeholder interests listed in Appendix B</p>

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
11.	2:15 - 3:15 am 60 minutes	Logistics	<ul style="list-style-type: none"> - To review and discuss proposed language on Roles and Responsibilities - Governance and Leadership; Communications, Record Keeping, Documents, and Reports; and Budget and Finance - To discuss key questions raised by the Logistics and Convening Authority Committees related to the draft language 	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of draft language - Questions, discussion, and suggestions 	John and Cheryl - or Steve?	<p>Draft charter outline distributed via e-mail on August 20.</p> <p>Draft language is in the front of the document.</p> <p>Issues and concerns are at the back in Appendix B</p>	<p>May need projector and laptop to support this agenda item.</p> <p>Draft language in this section is coming from both the Logistics and Convening Authority Committees - acknowledge overlap and joint efforts of the two groups.</p>
12.	3:15 - 3:30 pm 15 minutes	BREAK -					
13.	3:30 - 4:15 pm 45 minutes	Public Workshop Proposal	<ul style="list-style-type: none"> - To agree upon the purpose and desired outcomes for the November 2007 public workshops - To give the facilitation team guidance on the format and ground rules for the public workshops - To discuss the meeting schedule and locations for the public workshops - To do all of the above in preparation for a Drafting Team decision the next day 	<ul style="list-style-type: none"> - Introduction to this agenda item - Discuss purpose and desired outcomes - Discuss format and ground rules (code of conduct) - Discuss schedule and locations - Discuss roles and responsibilities - Identification of decisions to be made tomorrow 	Cheryl and John Steve	<p>Revised public workshop proposal distributed via e-mail on August 20.</p>	<p>Public workshop proposal was prepared in response to a Drafting Team request made at the July meeting in Omaha</p>

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
14.	4:15 - 4:45 pm 30 minutes	Planning Group Meeting Schedule	<ul style="list-style-type: none"> - To discuss the meeting schedule and locations for the Planning Group for October, November, and December 2007 in preparation for a Drafting Team decision the next day 	<ul style="list-style-type: none"> - Introduction of agenda item - Clarify location for October - Kansas City, KANSAS or MISSOURI? - Complete meeting schedule and locations for November and December (one meeting or two?) - Confirm schedule and locations to adopt by consensus tomorrow 	John and Cheryl Steve	Revised administrative and meeting schedule and suggested locations distributed via e-mail on August 20	See Pat Lewis - she is finding it challenging to find suitable meeting venues in Kansas City, Kansas
15.	4:45 - 5:00 pm 15 minutes	Wrap Up and Closing	<ul style="list-style-type: none"> - To review the day's accomplishments - To preview tomorrow's agenda and work - To invite feedback on today's meeting and suggestions for tomorrow 	<ul style="list-style-type: none"> - Review of agreements and commitments made today - Highlights of tomorrow's agenda - Round robin feedback from the group (see closing question at right) - Closing comments 	Ruth Cheryl and John		<i>Closing question: What did you like about today's meeting and what do you want to see more of?</i>
16.	5:00 pm	ADJOURN					

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

DAY 2: TUESDAY, AUGUST 28, 2007							
ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
17.	7:30 - 8:30 am 60 minutes	Room set-up	- To prepare the meeting room	- Set up room	Steve, Ruth, Doug, and Pat		
18.	8:30 - 8:45 am 15 minutes	Meeting opening	<ul style="list-style-type: none"> - To call the meeting to order and set the context for the meeting - To review the day's agenda, meeting purposes, and goals - To recap and reflect on yesterday's progress and accomplishments 	<ul style="list-style-type: none"> - Announce beginning of the meeting - Opening remarks by the co-chairs - Review of agenda and meeting goals 	Cheryl and John		Quorum = 22 Drafting Team members at the table
19.	8:45 - 9:30 am 45 minutes	Convening Authority	<ul style="list-style-type: none"> - To review and discuss proposed language from the Convening Authority Committee - To discuss key issues identified by the Committee related to the draft language 	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of draft language - Questions, discussion, and suggestions 	John and Cheryl - or Ruth?	Draft charter outline distributed via e-mail on August 20. Draft language in the front of the document. Issues and concerns are in Appendix B	Draft language in this section is coming from both the Logistics and Convening Authority Committees - acknowledge overlap and joint efforts of the two groups.
20.	9:30 - 10:15 am 45 minutes	Decision Making	- To review and discuss proposed language from the Decision Making Committee	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of draft language - Questions, discussion, and suggestions 	Cheryl and John - or Ruth?	Draft charter outline distributed on August 20. Draft language in the front of the document.	

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ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
21.	10:15 - 10:30 am 15 minutes	BREAK -					
22.	10:30 - 11:30 am 45 minutes	Science	<ul style="list-style-type: none"> - To review and discuss proposed language on committees and independent panels from the Science Committee - To discuss key issues identified by the Committee 	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of draft language - Questions, discussion, and suggestions 	John and Cheryl - or Ruth?	Draft charter outline distributed via e-mail on August 20. Draft language in the front of the document. Issues and concerns are in Appendix B	See also draft language at the back of the draft charter in Appendix A: <ul style="list-style-type: none"> - From John Drew (subcommittees and workgroups, independent panel, work plans, reporting and annual conference) - From Pat Cassidy (US Fish and Wildlife annual presentation on pallid sturgeon)
23.	11:30 - 12:00 noon 30 minutes	Other MRRIC Charter Components	<ul style="list-style-type: none"> - To review the remaining sections in the draft MRRIC charter outline and to determine which sections require additional work - To assign follow-up work, as necessary 	<ul style="list-style-type: none"> - Introduction to this agenda item - Review of definitions, updates and revisions, and other placeholder sections in the draft charter outline - Identification of missing language and assignments for drafting needed language. 	Cheryl or John	Draft charter outline distributed via e-mail on August 20.	See draft language at the back of the draft charter in Appendix A from John Drew (transparency and first do no harm)
24.	12:00 - 1:15 pm 1 hour 15 minutes	LUNCH					Lunch on your own

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
25.	1:15 - 2:15 pm 30 minutes	Draft Charter Outline for MRRIC - <i>action item</i>	- To come to consensus on the charter outline for MRRIC	- Introduction to this agenda item - Assessment of consensus on the MRRIC charter outline	Cheryl or John	Draft charter outline distributed via e-mail on August 20.	
26.	2:15 - 2:25 pm 10 minutes	Input from Members of the Review Panel	- To provide members of the Review Panel an opportunity to share input and insights with the Drafting Team	- People are asked to introduce themselves with their name and affiliation before speaking	Cheryl and John		Ruth and Steve to capture input on flipcharts, as appropriate
27.	2:25 - 2:35 pm 10 minutes	Input from Members of the Federal Working Group	- To provide members of the Federal Working Group an opportunity to share input and insights with the Drafting Team	- People are asked to introduce themselves with their name and affiliation before speaking	Cheryl and John		Ruth and Steve to capture input on flipcharts, as appropriate
28.	2:35 - 2:45 am 10 minutes	Public Comment	- To provide members of the public to share thoughts, ideas, and concerns with the Drafting Team	- People are invited to introduce themselves with their name and affiliation before speaking	John and Cheryl		
29.	2:45 - 3:15 pm 30 minutes	Endorsement of Public Workshop Proposal - <i>action item</i>	- To endorse the meeting schedule, format, locations, ground rules/code of conduct, and roles and responsibilities for the public workshops in November 2007	- Introduction to this agenda item - Assessment of agreement and endorsement of the approach to the public workshops	Cheryl or John	Revised public workshop proposal distributed via e-mail on August 20.	

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Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
30.	3:15 - 3:30 pm 15 minutes	BREAK -					
31.	3:30 - 4:00 pm 30 minutes	Planning Group Meeting Schedule - <i>action item</i>	<ul style="list-style-type: none"> - To adopt the meeting schedule and locations for the Planning Group for October, November, and December 2007 	<ul style="list-style-type: none"> - Introduction of agenda item - Clarify location for October - Kansas City, KANSAS or MISSOURI? - Confirm schedule and locations and adopt by consensus 	John and Cheryl	Revised administrative and meeting schedule and suggested locations distributed via e-mail on August 20	
32.	4:00 - 4:30 pm 30 minutes	September Drafting Team Meeting	<ul style="list-style-type: none"> - To confirm the date and location for the next meeting, including hotel - To identify the major topics and activities for the September meeting - To assign preparation and homework for the next meeting 	<ul style="list-style-type: none"> - Review logistics for next meeting - <i>draft agenda and meeting materials to go out Tuesday, September 11</i> - Review proposed agenda items, topics, and activities for the meeting. Gain agreement on agenda items and meeting focus. - Identify any between meeting preparation needed 	John and Cheryl		<p>Consider inviting Mary Roth to give update in September on Drafting Team request to prepare information on the agencies involved in recovery work and their relationships to each other</p> <p>Consider inviting Missouri River Basin Interagency Roundtable (MRBIR) executives to the Drafting Team meeting which is the two days prior to the MRBIR meeting on the 27th in the same hotel in Minneapolis.</p>

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Attachment B:

Meeting Design for the MRRIC Drafting Team Meeting, 27-28 August 2007

ITEM No.	TIME	TOPIC	GOAL	PROCESS	WHO	HANDOUTS AND SUPPLIES	NOTES
33.	4:30 - 5:00 pm 30 minutes	Wrap Up and Closing	<ul style="list-style-type: none"> - To acknowledge accomplishments and progress made at this meeting - To identify and confirm follow-up activities - To invite feedback on this meeting and suggestions for the July meeting 	<ul style="list-style-type: none"> - Review of agreements and commitments made today (see Actions Board) - Highlights of the August agenda - Round robin feedback from the group (see closing question at right) - Closing comments - 	Cheryl and John		<i>Closing question: What did you like about today's meeting and what do you want to see more of?</i>
34.	5:00 pm	ADJOURN					

Attachment C:
Draft Agenda for the MRRIC Drafting Team Meeting, 27-28 August 2007

**Planning Group Process to Develop a MRRIC Charter
(Missouri River Recovery Implementation Committee)**

DRAFTING TEAM MEETING

Monday, August 27, 2007 - 8:30 am - 5:00 pm
Tuesday, August 28, 2007 - 8:30 am - 5:00 pm

Billings Hotel and Convention Center
1223 Mallowney Lane, Billings, Montana 59101
406.248.7151

DRAFT AGENDA, v3

The co-chairs and the facilitation team anticipate that the Drafting Team will modify and adjust this agenda during the course of the meeting to match its discussion needs and related progress on the various sections of the emerging draft charter for MRRIC. Times and topics may change over the course of the two-day meeting.

Meeting Goals:

- To gain consensus on the outline for the MRRIC charter - ***action item***
- To develop language for specific charter components for MRRIC in the areas of Scope and Purpose, Convening Authority, Membership, Decision Making, Logistics, and Science
- To endorse the locations and approach for the November public workshops - ***action item***
- To adopt the meeting schedule and locations for the Planning Group for November and December 2007 - ***action item***

Monday, August 27th

8:30 am Meeting Opening and Introductions

Goals: To open the meeting with a moment of silence and the Pledge of Allegiance
To introduce meeting participants and conduct a roll call of seats and interests represented at the table
To review the agenda and meeting purposes and goals
To adopt the agenda and meeting goals for this two-day meeting - ***action item***

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Draft Agenda for the MRRIC Drafting Team Meeting, 27-28 August 2007

8:45 am Adoption of July Meeting Summary and Minutes

Goal: To adopt the meeting summary and minutes from the June Drafting Team meeting - *action item*

***REQUEST:** Those with suggested revisions to the July summary and minutes are strongly encouraged to contact Doug Huston (accuedit@comcast.net or 503.629.8809) of the facilitation team by Thursday, August 23rd.*

Handout (1): Draft meeting summary and minutes from the July meeting

9:00 am Draft Charter Outline for MRRIC and Committee Updates

Goals: To review the draft charter outline for MRRIC
To acknowledge the work and contributions of the six Drafting Team committees over the past month
To receive updates from the committees: Scope and Purpose, Convening Authority, Membership, Decision Making, Logistics, and Science

Handout (1): Draft charter outline for MRRIC containing draft proposed language for specific sections as developed by the six committees.

10:15 am BREAK

10:30 am Scope and Purpose

Goals: To review and discuss proposed language and wording options on the Purpose and Scope of MRRIC
To discuss key questions raised by the Scope and Purpose Committee related to the desire for broad vs. specific charter language, the Water Resources Development Act (WRDA), and the difference between restoration and recovery

11:30 am Input from Members of the Review Panel

Goal: To provide members of the Review Panel an opportunity to share input and insights with the Drafting Team

11:40 am Input and Updates from Members of the Federal Working Group

Goal: To provide members of the Federal Working Group an opportunity to share input and insights with the Drafting Team
To provide an update from the Federal Working Group on recent conference calls and other activities and announcements

11:50 am Public Comment

Goal: To provide members of the public an opportunity to share thoughts, ideas, and concerns with the Drafting Team

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12:00 noon **LUNCH**

1:15 pm **Membership**

Goals: To discuss MRRIC membership issues in light of the desired purpose and scope of MRRIC, including issues identified by the Membership Committee concerning size, balance, stakeholder mix, and the role of federal, state, and tribal organizations
To discuss possible categories of stakeholder interests
To identify next steps for drafting MRRIC charter language related to membership

2:15 pm **Logistics**

Goals: To review and discuss proposed language and wording options on the Roles and Responsibilities/Governance and Leadership; Communications, Record Keeping, Documents, and Reports; and Budget and Finance from the Logistics Committee (*some of this overlaps language from the Convening Authority Committee*)
To discuss key issues identified by the Logistics Committee related to the draft language

3:15 pm **BREAK**

3:30 pm **Public Workshop Proposal**

Goal: To agree upon the purpose and desired outcomes for the November 2007 public workshops
To give the facilitation team guidance on the format and ground rules for the public workshops
To discuss the meeting schedule and locations for the public workshops
To do all of the above in preparation for a Drafting Team decision the next day

Handout (1): Public Workshop Proposal developed by the facilitation team in response to a Drafting Team request at its July meeting

4:15 pm **Planning Group Meeting Schedule**

Goal: To discuss the meeting schedule and locations for the Planning Group for November and December 2007 in preparation for a Drafting Team decision the next day

Handout (1): Revised Meeting and Administrative Schedule

Attachment C:
Draft Agenda for the MRRIC Drafting Team Meeting, 27-28 August 2007

4:45 pm **Wrap Up and Closing**

Goals: To review the day's accomplishments and commitments
To preview tomorrow's agenda
To invite feedback on today's meeting and suggestions for tomorrow

5:00 pm **ADJOURN**

Tuesday, August 28th

8:30 am **Meeting Opening**

Goals: To review the day's agenda meeting purposes and goals
To recap and reflect on yesterday's progress and accomplishments

8:45 am **Convening Authority**

Goals: To review and discuss proposed language from the Convening Authority Committee *(some of which overlaps language from the Logistics Committee)*
To discuss key issues identified by the Committee related to the draft language

9:30 am **Decision Making**

Goals: To review and discuss proposed language on consensus and decision making from the Decision Making Committee

10:15 am **BREAK**

10:30 am **Science**

Goals: To review and discuss proposed language on committees and independent panels from the Science Committee
To discuss key issues identified by the Committee

11:30 pm **Other MRRIC Charter Components**

Goal: To review the remaining sections in the draft MRRIC charter outline and to determine which sections require additional work
To assign follow-up work, as necessary

12:00 noon **LUNCH**

1:15 pm **Draft Charter Outline for MRRIC**

Goals: To come to consensus on the charter outline for MRRIC - *action item*

Attachment C:
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- 2:15 pm **Input from Members of the Review Panel**
- Goal: To provide members of the Review Panel an opportunity to share input and insights with the Drafting Team
- 2:25 pm **Input from Members of the Federal Working Group**
- Goal: To provide members of the Federal Working Group an opportunity to share input and insights with the Drafting Team
- 2:35 pm **Public Comment**
- Goal: To provide members of the public an opportunity to share thoughts, ideas, and concerns with the Drafting Team
- 2:45 pm **Endorsement of Public Workshop Proposal**
- Goal: To endorse the meeting schedule, format, and locations for the public workshops in November 2007 - *action item*
- 3:15 pm **BREAK**
- 3:30 pm **Planning Group Meeting Schedule**
- Goal: To adopt the meeting schedule and locations for the Planning Group for November and December 2007 - *action item*
- Handout (1): Revised Meeting and Administrative Schedule*
- 4:00 pm **September Drafting Team Meeting**
- Goals: To confirm the date and location for the next meeting:
September 25-26, Minneapolis, Minnesota
To identify the major topics and activities for the next meeting
To assign preparation and homework for the next meeting
- 4:30 pm **Wrap Up and Closing**
- Goals: To acknowledge accomplishments and progress made at this meeting
To review commitments made at this meeting
To identify and confirm follow-up activities
To evaluate this meeting:
- What did participants like and want to see continued?
- What do participants suggest be changed or improved?
- 5:00 pm **ADJOURN**