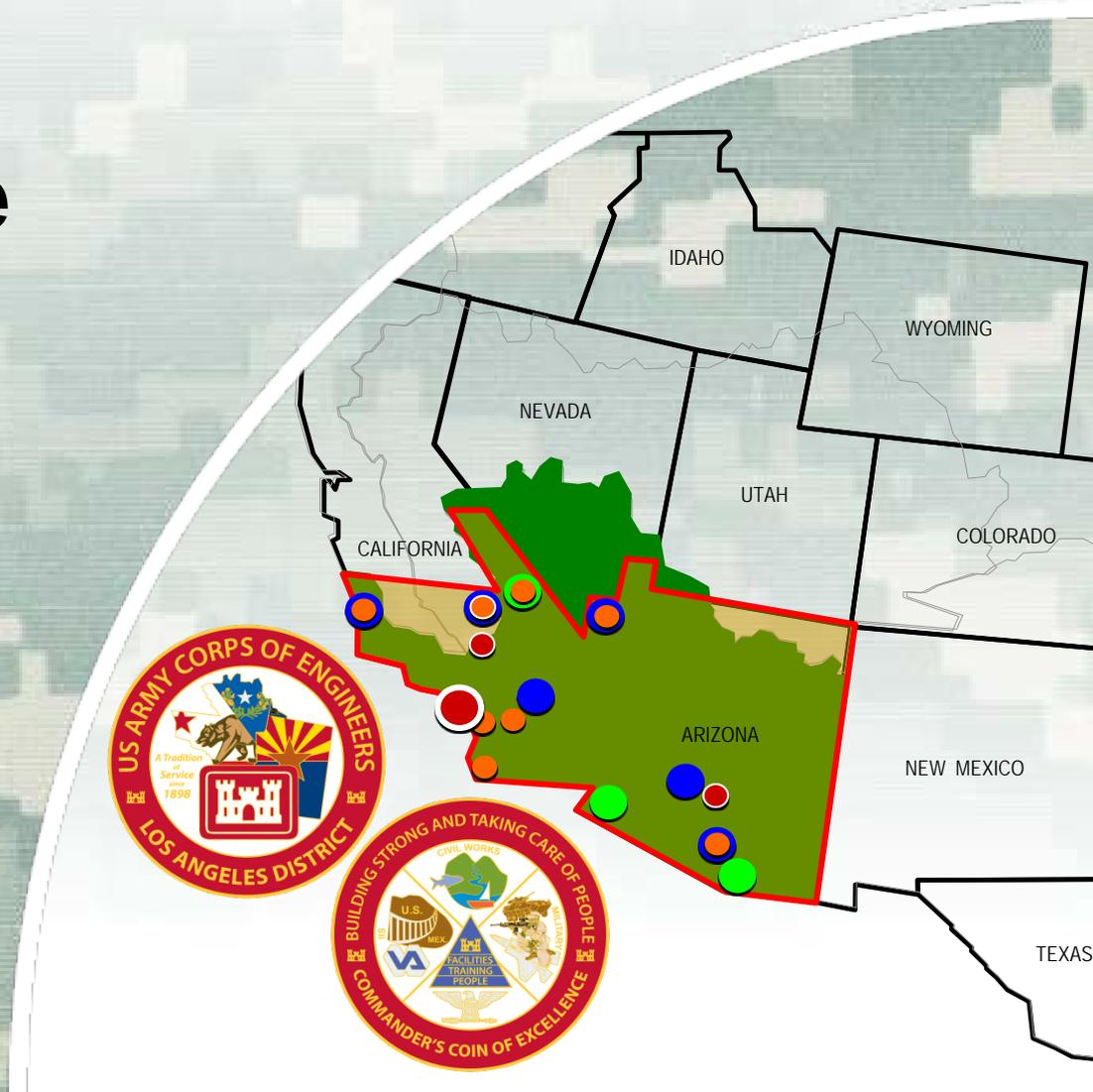


Facilitating Multi-Agency Meetings or How to be the Secretary of State

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BUILDING STRONG®**



Facilitating in General

Work with the meeting organizer to determine:

What the meeting is for ...

Who should be at the meeting...

How to structure the meeting...

Where the meeting should be held...

When the meeting should occur...

Why the meeting is occurring...

What the meeting is for...

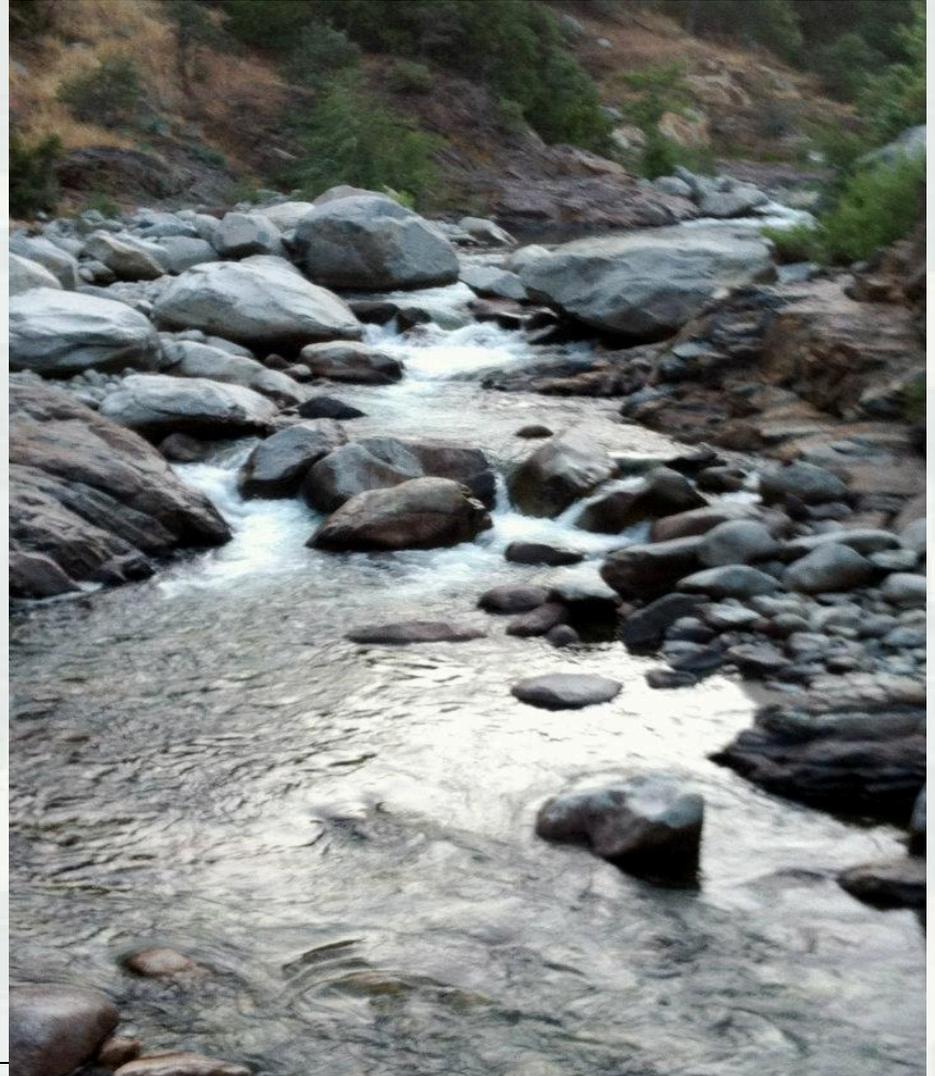


- Informational
- Decision
- Combination?
- Be clear.
- Identify decision-makers and decisions
- Recognize styles and types of decision-making and leadership



Who should be at the meeting...

- Who are the players?
- Who are the influencers?
- Who are the decision-makers?
- How to accommodate all those with a stake in the decision.



How to structure the meeting...

- **How do individual agencies or units within agencies work?**
- **What do the individuals need to function at their highest level?**
- **How do we address multiple decision-making layers within and outside the organizations?**
- **How do individual groups we are facilitating interact?**

Where should meetings be held?

On-site or Off-site?

Logistics

Support

Equal footing

Using space for facilitating decision-making



When should meetings be held?

- Arriba, Abajo, A centro , A dentro!
- Manage Up. Manage Sideways. Manage down. Manage yourself.
- Make sure people are informed, engaged and aligned.
- Keep people abreast of process, cost, timelines, decisions, and policy

Why are we meeting?

- **Multi-agency meetings should have a set purpose with a defined outcome**
- **I deal with difficult people and situations head on.**
- **If it is not possible, use facilitator techniques to engage “difficult” people in the process.**

Assisting

Decoy processes

Others

Facilitating the Final segment of the Continental Divide National Scenic Trail

- **Canada - US - Mexico**
- **Final segment stalled for 15 years**
- **Enviros vs hikers**
- **Biologists versus cattlemen**
- **3 Forest Service Districts in disagreement**
- **One Regional Forester who told me to get it done.**

CDNST final segment resolution

- **Gathered everyone in the room. Set the stage.**
- **Had 6 maps of the entire area.**
- **Broke the segment into 6 segments.**
- **Split groups and had one rep from each stakeholder group per group.**
- **Let them know I would be making a decision.**
- **They had the day to work together for a solution and offer their input to me.**
- **They surprised themselves that they agreed more than they disagreed. By the end they had all agreed on a route.**

Southern CA Conservation Strategy

- **Center for Biological Diversity sued the four southern CA Forests for ESA violation.**
- **The 4 forests had to work together under a settlement agreement, consult on 3.7 million acres, 127 species and all activities on the forests.**
- **There was a court designated time table.**
- ***The 4 forests did not work well together. The research branch was involved.***
- **There was no trust between the FS and FWS.**
- **The Regional office was micromanaging due to the dysfunction of the forests.**

Groups involved with SCCS

- **SCCS Leadership Team – RO, FSups, Field Sups, Research Director, RO Director**
- **Forest Supervisors**
- **Forest Leadership teams**
- **Forest Biologists**
- **SCCS team**
- **DoJ**
- **CBD**

SCCS *story*



Facilitating Regulatory permitting



Poor applications, junior staff, aggressive consultants

Turning the tide...



Two birds, one stone

- Quarterly training sessions held by Corps staff to update public
- Agencies, consultants, applicants, other Corps
- Focus on update, educate, coordinate
- Facilitating change



The Nature Conservancy program with Mexico

Across the border...



Cross cultural issues

- Language
- Cultural Issues
- Data differences
- Gifts
- Structured agreements



Group facilitation

Set the context and hold the space for the meeting

- What, Who, How Where, When, and Why?
- Language
- Group problem solving
- Being in service to the people, the leaders and the process.

Flowing with the process



Any questions?



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