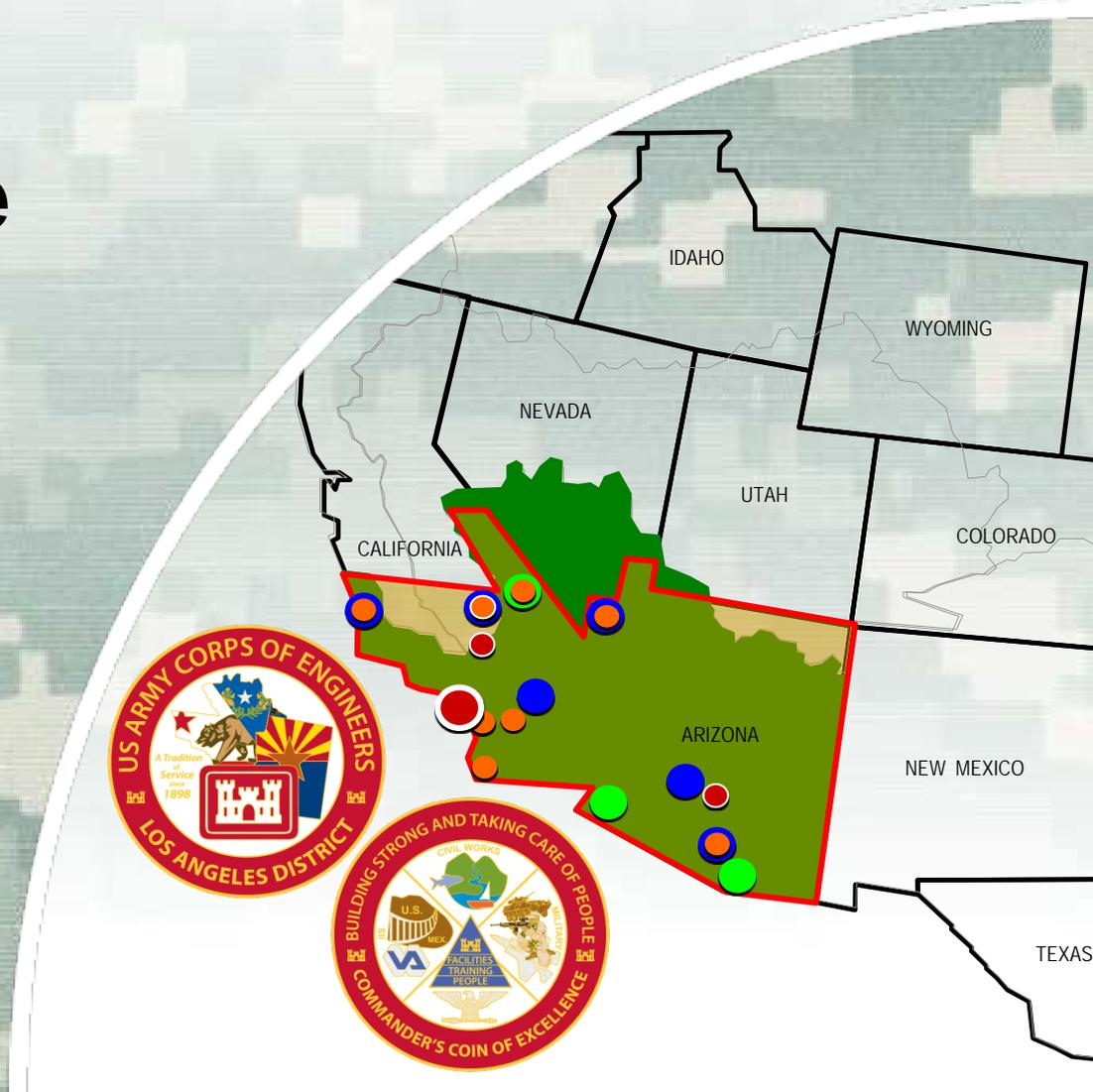


# Facilitating Multi-Agency Meetings or How to be the Secretary of State

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**US Army Corps of Engineers  
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...***

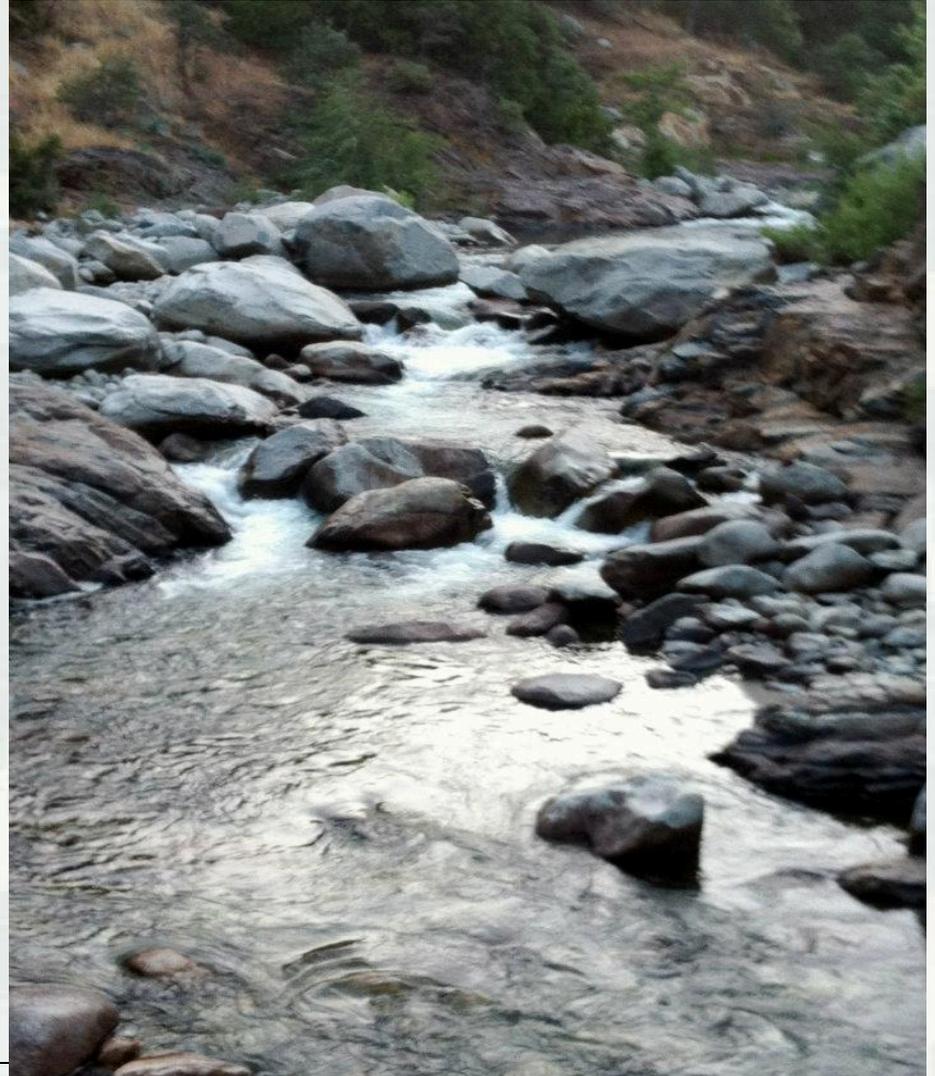


- Informational
- Decision
- Combination?
- Be clear.
- Identify decision-makers and decisions
- Recognize styles and types of decision-making and leadership



# *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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