

Appendix 4 Meeting Guidelines

Overview & Guidelines

Desired Outcome

The Tujunga Wash watershed is a special place. It provides a local water supply to Los Angeles, recreation opportunities, and upland habitat. It is also a place in need of rehabilitation. Our desired outcome is that the Tujunga and Pacoima Washes will reconnect with the groundwater and that people will reconnect with revitalized rivers.

Meeting Framework

A general statement of purpose will be provided for each meeting. There will be two basic formats for meetings: understanding of information as prelude to action, or focus on a product (agreement, plan, list, policy or decision) that the group can actually influence.

Agenda Preparation & Review

- Agenda will be provided 5 days (minimum) before every meeting
- Meetings will begin on time, follow a schedule, and end on time
- Topics of discussion and participant roles will be clearly stated for each meeting.

Basic Roles

The Planning Team consists of the project managers, technical advisors, a meeting facilitator and recorder.

Project Management

The chief proponent of the Tujunga Watershed Project is The River Project. Melanie Winter is the project manager. The project would not be possible without the financial support of the California Bay-Delta Authority Watershed Program.

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Technical Advisors

While multiple parties, individuals and organizations will provide technical assistance, the planning team includes technical advisors who will participate in stakeholders' meetings and are crucial to completion of the watershed management plan.

Facilitator's Responsibilities

The meeting facilitator will:

- Make the meeting easier for participants
- Get agreement on the desired outcome and agenda for each meeting
- Ensure that everyone has a chance to participate
- Propose ways to proceed and check for agreement
- Keep discussion organized and on track
- Ensure that time is monitored and information recorded
- Remain personally neutral in decision making and content
- Help project advocates and members focus energy on the task at hand

Recorder

The planning team will record stakeholder meetings on audiotape and by taking notes on a laptop. They will often note key words and phrases of participants, using markers on flip chart paper. Minutes will be posted on the website one week after the meetings. Participants are urged to check minutes for accuracy and clarify if their comments or observations are misinterpreted, or not fully articulated. Corrections to minutes should be submitted to the team no later than 10 days prior to the next meeting.

Meeting Evaluation

Participants will be asked to provide feedback at the conclusion of each steering committee meeting. In effort to keep the process honest and productive, participants will be asked what went well in each meeting, and what could be improved or upgraded in future meetings.

What is a "Stakeholder"?

- Anybody with a personal interest in the project process and project outcomes
- Key decision makers, including leaders and members of organizations not represented on the planning team
- Those most impacted by an action or decision to be made
- Those with an ability to
 - assist the planning process or help produce results
 - prevent action, such as those with a different opinion from the leader or team

Stakeholder Steering Committee Participation

Stakeholders who wish to participate on the steering committee are asked to commit to attend meetings regularly and participate actively in discussion. Steering committee members are relied on to contribute their time, intellectual and creative energy, credibility, and organizational resources to develop and implement the project. They are also asked to review and accept the ground rules that will be proposed, discussed and amended under a separate document, and sign a participation agreement to indicate concurrence. Basic guidelines for steering committee participation are as follows:

1. Seek first to understand, then to be understood.
2. Be here now.
3. Turn off pagers, cell phones and PDA's.
4. Respect different opinions and be polite.
5. Return on time from breaks.
6. Recognize that everyone should have an opportunity to participate.
7. Agree that no one person or subgroup will dominate the meeting.
8. Have fun (though not at anyone else's expense).

Decision Making By Consensus

The steering committee will strive to reach consensus during all meetings in which agreement is sought on a proposal. Consensus means literally the agreement of all members of a decision-making body. This is a common decision standard for stakeholder group processes in watershed settings. To recognize the diverse voices of the stakeholder group while keeping the process moving, the Project Team has adopted a modified form of consensus as it applies to decisions of the group. "Consensus" here means:

- unanimous agreement of all present, or unanimous approval of a decision or position; or
- agreement or approval by the preponderance of those present, with those who disagree all willing to accept the decision or position.

General Tasks:

The steering committee has several tasks to accomplish throughout the development of the plan – and beyond. These include: developing a vision statement, goals, objectives and strategies for the plan; providing useful data; prioritizing things; reviewing and commenting on draft reports; identifying opportunities and constraints; thinking up projects and project sites; bringing stuff to potlucks; getting other people involved; spreading the watershed gospel; making change; bugging your legislators to make policy changes; looking for funding opportunities, stuff like that. Since the first step can often be confusing (wait, is that a goal or an objective?), we've broken it down below.

Vision and Goals, Objectives and Strategies

The planning team has identified several project goals and objectives, but stakeholders are needed to develop a broader vision, and the more specific goals and objectives to provide a healthy and sustainable future for the watershed. During the course of our work together, the stakeholder group will articulate these essential policy components of the Tujunga Watershed Project.

Vision statements and values, goal setting and visioning labels are often confused and used interchangeably. For general understanding of these terms, definitions of these concepts are provided below:

- Visions are leadership issues. Vision is developed from feelings, energy, ideas, and imagination. A vision answers the question, "What will success look like?"
- Goals are management issues. Qualitative statements of a desired future condition. A desired result that the Plan is working to achieve. Goals deal with rational analysis, planning, measurement, and discipline.
- Objectives are measurable accomplishments toward the achievement of a goal, to be completed within a specified, realistic schedule. Something worked toward or aspired to.
- Strategies encompass activities and tasks that are organized and employed to address opportunities or impediments to the goals.

Differences between Visions and Goals

Visions	Goals
Emotional; engage the heart	Rational; use the head
Spirit	Mind
What could be	What is wanted
Provide sense of direction	Comprised of measurable objectives
Picture of preferred future; opportunistic	Detail strategies and plans
Purpose	Focus
Creates energy	Sets priorities

Developing a Vision Statement

There is one universal rule of planning: You will never be greater than the vision that guides you. The vision statement requires everyone to stretch their expectations and aspirations. Without a powerful, attractive, valuable vision, why bother?

Typically, a vision is more important as a guide to implementing a plan than it is to formulating it. It is the pursuit of this image of success that really motivates people to work together. Martin Luther King, Jr. said, "I have a dream," and what followed was a vision that changed a nation. That famous speech is a dramatic example of the power that can be generated by a compelling vision of the future.

John F. Kennedy said, "By the end of the decade, we will put a man on the moon." That night, when the moon came out, we could all look out the window and imagine... And when it came time to appropriate the enormous funds necessary to accomplish this vision, Congress did not hesitate. Why? Because this vision spoke powerfully to the country's optimism and the pioneering spirit of the time.

A vision is a *guiding image of success formed in terms of a contribution to society*. It's a sort of "artist's rendering" of the achievement of the plan - a description in words that conjures up a similar picture for each member of the committee of the destination of their work together.

A vision statement should be realistic and credible, well articulated and easily understood, appropriate, ambitious, and responsive to change. It should orient the committee's energies and serve as a guide to action. In short, a vision should challenge and inspire the stakeholders to achieve the goals of the plan.

Creating a vision begins with and relies heavily on intuition and dreaming. As part of the process, brainstorm what you would like the plan to accomplish in the future. Different ideas do not have to be a problem. People can spur each other on to more daring and valuable dreams and visions -- dreams that they are willing to work hard for.

In an amazing longitudinal study on goal setting, Yale University surveyed the graduating class of 1953 on commencement day, to determine if they had written goals for what they wanted their lives to become. Only three percent had such a vision. In 1973, the surviving members of the class of 1953 were surveyed again. The three percent who had a vision for what they wished their lives would become had accumulated greater wealth than the other 97 percent combined.

Developing Goals, Objectives and Strategies

Goals and objectives are essential for effective planning. Without articulating these, efforts remains focused only upon “the big picture” and do not address the details to ensure that a plan is ultimately implemented. Goals and objectives form a bridge between guiding statements and the actions necessary to realize these statements.

Goals are the broader statements of intent that describe the "big picture". Once larger overall goals have been identified, objectives break them down into more specific tasks. Goals and objectives are not the same, but they always come as a pair.

Goals are the general expression of what the group’s work should accomplish. Goals are qualitative statements of a desired future condition. Goals are broad, timeless and capable of embracing multiple detailed objectives

Objectives are precise statements of how you will accomplish the goal. Objectives make broader goals operable by making goals concrete and measurable. Objectives help focus attention and effort, indicating what will be accomplished. Objectives build a foundation, provide a map for users, and form the basis for assessment.

Strategies are smaller, more specific steps that should be taken to support objectives, an order of refinement that will address methods of accomplishing objectives. These are typically comprised of more detailed recommendations.

Strategies are crucial to successful plan implementation. In developing objectives, key issues generally arise that are recognized as existing conditions that may present opportunities or impediments to the realization of goals and objectives. These issues can be institutional, political, social or economic. By identifying and acknowledging these key issues throughout the planning process, we can work proactively and cooperatively to develop strategies that can facilitate plan implementation.

Using these categories for organizing group suggestions and recommendations will help articulate our hopes and dreams, thoughts and suggestions about the future of our watershed, and our community. The following is an example of goal/objective/strategy:

Goal	Objectives	Strategies
1) Enhance local water independence	a) Increase percolation rates of surface water into ground-water storage b) Encourage water conservation	i) Develop percolation basins over highly pervious soils and geological formations ii) Increase the perviousness of the beds of waterways in the lower watershed iii) Divert storm-water flows into percolation basins iv) Build dispersed small parks on vacant or recoverable lands over pervious soils and geological formations to capture local runoff v) Educate watershed residents about the value of water conservation vi) Encourage adoption of best management practices for landscape irrigation and other wasteful uses vii) Encourage water recycling