

**A Step Removed – Version 1**  
**Facilitator Offers Process Guidance to Committees as Needed**  
**Location: Colusa, California**  
**Author: Carolyn Penny**

As Director of Common Ground, Carolyn Penny has served the Colusa Subreach Advisory Workgroup as facilitator since 2004. Convened by The Nature Conservancy and the Sacramento River Conservation Area Forum, this effort involves stakeholders from federal, state, and local agencies, agricultural landowner representatives, local businessmen, and environmental representatives as they identify research studies and plan for habitat restoration along a 21-mile stretch of the Sacramento River.

Committees have engaged with a variety of aspects of the research studies – selection of consultants, discussion of the topics, and review of draft work products. Committees are composed of Colusa Subreach Advisory Workgroup members and other interested stakeholders. Committee members (typically the conveners) have consulted with Carolyn on agenda development, committee membership, and group processes. Carolyn remains as the facilitator of the Colusa Subreach Advisory Workgroup; she has not facilitated the committee meetings.

**A Step Removed – Version 2**  
**Facilitator Serves as Process Coach to the Group Facilitator**  
**Location: Elkhorn Slough, California**  
**Author: Carolyn Penny**

Regional and integrated mitigation of environmental impacts for transportation construction projects in California is an ideal difficult to achieve among the many state and federal agencies with regulatory and project responsibilities. The Elkhorn Slough Early Mitigation Partnership (ESEMP) is an interagency collaborative sponsored by the California Department of Transportation that seeks to develop advance regional-scale mitigation agreements for a variety of transportation projects within the Elkhorn Slough Watershed. Elkhorn Slough (pronounced “slew”) is part of the Monterey Bay coastline and harbors the largest tract of tidal salt march in California outside of San Francisco Bay.

ESEMP has over 20 members from local, state, and federal agency entities. Mary Madison, with the Information Center for the Environment at University of California, Davis, serves as facilitator. With the support of the California Department of Transportation, Carolyn Penny serves as paid process coach consultant for Mary Madison.

**Facilitator Serves as Process Coach to the Group Facilitator**  
**Location: Chapel Hill, North Carolina**  
**Author: John Stephens**

A controversial proposal to close a small airport and redevelop the property as a second campus for the University of North Carolina at Chapel Hill led the UNC-CH

Chancellor to appoint a “Carolina North Leadership Advisory Council.” Representatives of the towns of Chapel Hill and Carrboro, Orange County, neighborhood groups, and UNC-CH board of trustees, administrators, faculty and students made up the 29-person group. The chair was Ken Broun, a law professor and former mayor of Chapel Hill.

Ken worked with Andy Sachs of the Orange County Dispute Settlement Center (OCDSC). They worked closely in designing the process, developing ground rules, and anticipating particular challenges in seeking consensus. Ken was the sole chair and facilitator for each meeting. Andy observed every meeting (usually in person; once by videotape), debriefed the meetings with the chair, and responded to Ken’s ideas for the upcoming meetings.

Ken and Andy were familiar with one another. Ken’s wife had served on the board of OCDSC and Ken had significant ADR experience in court-related settings. Andy had been involved in many mediations and facilitations in and around Chapel Hill, so he had a strong reputation with Ken before their work on the Carolina North Leadership Advisory Council. However, it was the first time they had worked together on a stakeholder consultation/collaboration project.

Resource: <http://research.unc.edu/cn/history/lac.php>

**A Step Removed – Version 3**  
**Process Coach/Mentor Co-facilitates with Mentee**  
**Location: Livermore, California**  
**Author: Carolyn Penny**

The Zone 7 Water Agency (Zone 7) is responsible for providing water resources and flood control to several large communities within the Livermore-Amador Valley. Zone 7 receives strategic guidance and policy direction from a publicly-elected seven-member Board of Directors. Composed of both long-term members and members new to the role in the last several years, the Board desired a retreat to include the General Manager and other senior staff. The primary purpose of the retreat was to develop a shared sense of priority issues. In addition, the Board and General Manager desired to reach agreements on the principles for working together to achieve the mission of Zone 7. The one-day retreat was open to the public.

Carolyn Penny and Richard Casias, an experienced mediator, co-facilitated the retreat. Richard conducted the advance stakeholder interviews to gather assessment data; Carolyn and Richard jointly analyzed the data and planned for the retreat. In the course of this project, Carolyn and Richard explicitly sought to enhance Richard’s multi-stakeholder facilitation experience.