

**MEMORANDUM**

Date: August 19,2002

To: Battle Creek Working Group

Fr: Sam Luoma, CALFED Lead Scientist  
Dan Castleberry, CALFED Ecosystem Restoration Program

Cc: Patrick Wright, CALFED Executive Director  
Tim Ramirez, California Resources Agency  
Kim Taylor, CALFED Science Program  
Randy Brown, CALFED Science Program  
Rebecca Fris, CALFED Ecosystem Restoration Program

Thank you all for taking the time to meet with us on Friday, August 9<sup>th</sup>. We want to follow up on our discussion, and let the group know how we plan to move forward in partnership with the Battle Creek Working Group.

Below is an outline of how the CALFED Science Program approaches technical workshops. This strategy has been applied successfully to several issues raised in the context of the CALFED Bay-Delta program, including native fisheries (salmon and delta smelt) and water project operations. In each section of the outline, we've provided a brief comment (shown in italics) on how we propose to address each of these issues.

It's our intent to work with Battle Creek Working Group to create a thoroughly developed proposal for strategically addressing technical issues on Battle Creek, including a public workshop. We hope to deliver a draft science strategy and workshop proposal before the end of September 2002. It is our intent to schedule this public workshop as soon as possible, but as is suggested below, the success of any technical workshop is dependent on the work done in advance.

The CALFED Ecosystem Restoration Program and Science Program look forward to working with the interests on Battle Creek to engage in focused and objective review of the science supporting restoration and management of the Battle Creek watershed. The ERP places great emphasis on science review of activities supported by the program. The ERP has a well established track record of investing in activities supported by science reviews and of not investing in activities that are not supported by science. Efforts to address technical issues on Battle Creek will help CALFED focus investment of funds within the watershed.

The CALFED Ecosystem Restoration and Science Programs are also committed to working with the Battle Creek Working Group over the long-term - a public workshop is only the first step in what will be an ongoing effort to bring science to bear on technical issues raised by stakeholders and agencies. Other tools such as peer review and science advisors may also be used as part of the process. Rebecca will continue to serve as the point of contact for the CALFED program.

### **Process of conducting a workshop with the Science Program**

#### **Do we really want a workshop?**

There is a wide range of forums for discussing and learning about scientific issues. A workshop is a very specific tool. Workshops are not used by the CALFED Science Program to train people, review tools such as models outside of the context of a particular question, or hold a discussion about what work is being done.

Workshop are used to figure out whether scientists generally agree on what is known about a specific, contentious issue, design an adaptive program to address uncertainties while we are moving ahead with actions, and review a specific strategy based on new findings.

*The answer is yes - the Battle Creek Working Group, the Battle Creek Watershed Conservancy, and CALFED member agencies - want a workshop.*

#### **Identify area of need**

What is the broad question? Crisply identifying the question we want answered is the key to any successful technical panel. We do not believe that panels should answer policy questions (e.g. should the Sacramento splittail be listed as threatened). The panel questions should be designed to clarify the state of scientific knowledge, right up to the edge of deciding, but not making the call. Questions can also be phrased to draw out the state of knowledge about contentious uncertainties. We will define the questions before we start calling prospective panelists. We will explain what we want from the panelists.

*We reviewed these issues at our August 9<sup>th</sup> meeting, and the Battle Creek Watershed Conservancy collected and distributed a list of issues in advance of the meeting. Peggy McNutt and Randy Brown took extensive notes during the discussion and these will be used by the CALFED Science Program and the ERP to crystallize the critical questions that need to be addressed. This list of refined issues will be circulated to and discussed with the Battle Creek Working Group to ensure that we've hit the target and addressed the concerns raised locally. As we said on August 9<sup>th</sup>, it may take more than one workshop or forum to address this list of issues.*

#### **Define the precise role of the panel and the goal of the workshop**

Will the panel be discussing a subject, and then formulating advice? Will we want them to present an open-ended discussion with no conclusion (conference style)? Will we want them to survey opinion and knowledge then write a review? We will decide exactly what we want from them ahead of time, so that they know their role clearly. We never ask them to define their own role. Part of identifying a question is clearly identifying who we want to hear the message.

*Once the CALFED Science Program, Ecosystem Restoration Program, and the Battle Creek Working Group have agreed on the specific issues to be addressed, the CALFED*

***Science Program will develop a proposal for the workshop that will include a defined role for the panel and a workshop goal.***

**Is there something to review?**

A good panel or workshop will center on a completed written product, or producing a written product. A panel will not evaluate oral descriptions of data or programs. If there is no written product for a panel to review, we will not plan a workshop.

***Yes - there are many documents available for review. The CALFED Science Program will work with the Battle Creek Working Group to develop a finite list of written material to submit to the workshop panel. Also, in preparation for this workshop, new material may be developed by the CALFED Science Program (or others) that focuses on relevant technical issues.***

**Is there technical information to review?**

Not all written products are eligible for Science Program reviews. Plans, programmatic strategies, and policy decisions are generally NOT appropriate in and of themselves. Reviewers need information about the bases of these kinds of documents. For example, an analysis of existing data that defines a boundary condition of an expected effect is reviewable, but a policy decision based on that boundary condition is not.

***Yes - same response as above. Note -planning for the workshop may identify gaps in technical information that needs to be developed.***

**Identifying a champion for the workshop**

A champion is someone who is interested in the product the workshop will produce and will make sure all the details are carried out. A champion (and staff working for the champion) will: design agendas, contact and retain panelists, prepare background and briefing material for panelists, select a site, oversee the logistics of workshop planning, moderate or facilitate discussions, manage public comments and report products, manage payments to panelists, publish products on the Science Program and other web sites, and be able to brief senior managers on workshop outcomes.

***Battle Creek has many champions - the Battle Creek Watershed Conservancy, the Pacific Coast Federation of Fishermen's Association, the Central Valley Project Water Users' Association, Pacific Gas and Electric Company, and the State and federal agencies. These groups work together with other interests within the Battle Creek Working Group forum. The CALFED Ecosystem Restoration Program and Science Program are also "champions" of this workshop, and will provide the staffing and logistical support required to conduct a workshop. Randy Brown will be the lead for the Science Program in organizing the workshop.***

**Define products**

Final products from the workshop will be defined. These may take on a number of forms, including white papers and panel review reports. In some cases, final products will be

written during a workshop period. In others, review comments are made during a workshop and the final product is a paper that has incorporated responses to these comments.

*This will be included in the information provided to the Battle Creek Working Group as a workshop proposal from the CALFED Science Program.*

#### **Check in with the Science Program**

At this point in time the Science Program will have been notified of the workshop being planned and offered advice and support.

*Done.*

#### **Convene organizing committee and select chair**

Selection of the panel will not be done by one person, or controlled by one person. The result of that is a narrow selection of views and knowledge. The champion will set up a 3-5 person organizing committee. Science Board members and expert advisors serving CALFED are natural choices to include or ask for suggestions on organizing committee members. The first task of the committee will be to elect a chair of the workshop. The chair's job will be to write the final report on behalf and with the contributions of the other panelists. The organizing committee will then select the rest of the participants.

*While Battle Creek has many champions, this critical responsibility falls to the CALFED Science Program, and the Lead Scientist specifically.*

#### **Identify specific sub-questions for discussion**

At this point narrower questions that were not discussed at the beginning may arise. These will be woven into the charge to the panel.

*Again, this falls to the CALFED Science Program.*

#### **Keys to a good panel**

Balance is the key to a credible panel. The organizing committee will strike a balance in its selection of panel members in many different ways. We exclude obviously interested parties from some discussions and intentionally include a balanced selection in others; it depends upon the subject and the kind of knowledge needed.

*Ultimately, the makeup of the panel will be determined by the CALFED Lead Scientist*

#### **Logistics**

Someone will be identified to handle all of the logistics including venue, date, communications, payment, etc. This may not necessarily be the champion.

*The CALFED Ecosystem Restoration Program and Science Program will share responsibility for logistics.*

**Role of public?**

We always include the public. This does not mean that they are always active participants. We restrict questions to those that are constructive (the chair can deem if a question is otherwise) and we try to restrict lectures from the floor. The chair will state this policy in advance. We like to request that public comments be submitted on cards so the ones that aren't addressed at the meeting can be addressed later.

*In the case of Battle Creek, the workshop will be open to the public, and there will be an opportunity for any interest to briefly address the panel as a group. However, it's our intent that as equal participants in the planning of the workshop, members of the Battle Creek Working Group will be confident that their issues are being addressed directly by the panel. The panel will also likely meet privately as a group immediately following the public workshop to discuss issues and make assignments.*

**Prepare your panelists**

We don't just invite panelists and then let them show up cold. We interact with them to find out what kind of information they'd like to have before hand. We will research this information and send it out to panelists approximately three weeks in advance.

*This will be addressed by the CALFED Science Program.*

**Advertise**

We will advertise at the minimum one month in advance, however the goal is for two months. Notices will be sent via Public Notice and email. Notice will also be posted on line at <http://calfed.water.ca.gov>.

*The CALFED Ecosystem Restoration Program and Science Program will take responsibility for notices.*

**Get notetakers and facilitators**

A notetaker will assist whoever is writing the workshop summary. We provide a notetaker for every workshop as well as one for each break-out session. Facilitators may or may not add value to the workshop process.

*The CALFED Ecosystem Restoration Program and Science Program will take responsibility for notetakers and facilitators.*

**Hold Workshop!**

*The remainder of these issues will be addressed by the CALFED Ecosystem Restoration and Science Programs after the workshop is complete.*

**Develop summary and list of recommendations**

Every workshop must produce a product which should be posted on the CALFED Bay-

Delta Science Program website. A summary will be written by the chair or a summary-designee in the audience. Then reviews by participants are required. The summary is best if the summarizer has a deep knowledge of the issue but can still create a balanced summary.

**Participants review workshop summary**

Workshop participants need to have the opportunity to review the summary of their comments. Many panelists will want to use very precise terms and descriptions in the summary. Usually the workshop chairs will do this automatically, but the champion should double check with all panelists before producing a workshop summary.

**Publish short summary of workshop**

The knowledge gained during a workshop will be published in a timely manner and forwarded to Science Program staff to post on the website.