

**MIDDLE FORK AMERICAN RIVER HYDROELECTRIC PROJECT RELICENSING  
Placer County Water Agency (PCWA)**

**Ground Rules**

- Be solution oriented
- Participate
- Speak one at a time
- Be concise
- Use “I” statements when expressing opinions
- Express concerns and interests (not positions)
- Focus on issues not personalities
- Focus on what CAN be changed (not on what can not be changed)
- Listen to understand (not to formulate your response for the win!)
- Draw on each others experience
- Discuss history only as it contributes to solutions
- Limit sidebar conversations

**Facilitator Assumptions**

- Managed conflict is good and stimulates creativity & innovation
- Collaborative decisions produce more effective solutions than autocratic decisions
- The group has the solutions to address identified issues
- Everyone is doing the best they can with the knowledge they have now
- Blame is unproductive and dis-empowering