

APPENDIX C –Specific Interviewee Suggestions

Specific Interviewee Suggestions on Overall Organizational Structure:

- Simplify the organizational structure - reduce the number of separate boxes.
- Re-do organizational chart to show decision-making hierarchy. Identify who is making what decisions and show clear role for each member/committee.
- Clearly show how and where there is public involvement and relationship to decision points/decision-makers.
- The structure and management of the PM Team has to be clarified; everything else derives from that.
- Describe clear guidelines for how public can advise on the trade-offs of various restoration options.
- The design process should have one main forum for stakeholder involvement.
- Clearly define the decision-making entity with work products and time frames.
- Consider concept of “sponsors” potential local funders, those who can provide staff/resources/expertise, who sit with decision-makers on a regular basis (e.g., ports, airports, and flood management districts).
- Ask these sponsors to help fund NGO participation and expertise, since they fully understand and appreciate the need for support from the NGOs.
- Look for multiple partners to see project through to the end.

Specific Suggestions for Overall Project Management:

- There should be a direct link between the Technical Committee and the PM Team.
- Technical Committee should report directly to the PM Team, not to the NSP.
- Suggest a partnership of technical advisers and public advisers *together [emphasis authors]*.
- There should be a clearly defined core design team that is the interface between the PM Team and everyone else.
- Suggested PM Team structure: one overall program manager with different project managers for: (1) Funding; (2) Politics; (3) Interim operation; (4) Technical/planning; and (5) Public involvement.
- Assign an overall Program Manager.
- Include more agency staff working for PM Team.
- Create core wetlands restoration design team within PM Team to facilitate design of the overall restoration.

Specific Suggestions for Flood Management/Regulatory Agencies’ Role:

- Flood Management should be in executive group or partner/sponsor role.
- Add flood agency leaders to the Executive Leadership Group.

- Corps should stay on the Executive Council.

Specific Suggestions for Executive Council's Role:

- Could eliminate Executive Council, but there is still a need to functionally address Bay Area-wide consistency of restoration projects.

Specific Suggestions Regarding National Science Panel's Role:

- Should directly advise the Executive Leadership Group.
- Science Panel should be presented a clear set of questions to address and these questions should be developed by an agreed upon group of individuals. Science Panel must ensure that project is addressing key questions correctly.
- The Science Panel's main task is to review the project's objectives and validate and/or comment on the overall scientific approach being used to develop restoration plan.
- Science Panel should help develop adaptive management approaches.
- Science Panel should look at *Habitat Goals Report* for good model on how to balance competing goals.
- Review Technical Committee work and provide independent peer review
- Science Panel should provide guidance as to how much effort should be provided in maintaining the system: is this project going to require little or massive long-term maintenance?
- Science Panel should help determine what the trade-offs are between various project alternatives.
- Science Panel should provide scientific dispute resolution.

Specific Suggestions for Technical Committee's Role:

- Technical Committee should have a direct line to the PM Team but have some communication/direct interaction also with the Science Panel.
- Technical Committee should be prepared to report directly to the public through workshops and direct meetings with specific public interests periodically.
- Technical Committee needs direct link to PM Team.
- Technical Committee needs its own technical staff of at least 4-5 people that reports to Chair, but integral to PM Team as well as Technical Committee.
- Technical Committee should report to the Public Advisory Committee also. Should answer interests groups' questions and provide input to them. Such structure is good opportunity for interests to have access to good science, and conversely for Technical Committee to be influenced by user groups.
- Technical Committee should be a VOLUNTARY public resource as well as advisory to PM Team and information resource to Public Advisory Committee.
- The Technical Committee's main purpose should be peer review and design review.
- Project Management Team should consider hiring a few Technical Committee members who disqualify themselves from doing any future work and just focus on the Technical Committee functions and that reports directly to the Technical Committee Chair.