

Carol L. Perone

From: Jason Thiriot
Sent: Wednesday, September 12, 2012 10:28 AM
To: Carol L. Perone; Brenda Haymore
Subject: FW: OPAHG: initial draft Operating Procedures
Attachments: TWG OP 9-11-12.docx; OPAHG Minutes 8-14-12.docx; CRAHG Final Report 12jun04.docx

OPAHG -- Ad Hoc Group

-----Original Message-----

From: Capron, Shane [<mailto:Capron@WAPA.GOV>]
Sent: Wednesday, September 12, 2012 9:24 AM
To: 'cibarre@q.com'; 'kdahl@npca.org'; Ellsworth, Craig; 'csharris@crb.ca.gov'; 'chris_hughes@nps.gov'; 'gknowles@usbr.gov'; Jason Thiriot; 'Jan_balsom@nps.gov'; 'cbullets@kaibabpaiute-nsn.gov'; 'Cuszhman@yahoo.com'; 'kdongoske@cableone.net'; 'hfairley@usgs.gov'; 'lorjac@frontiernet.net'; 'Michael.yeatts@nau.edu'; Meyer, Lisa; 'Orton, Mary'; 'Barger, Mary'; 'Crawford, Marianne'; 'Lori_Caramanian@ios.doi.gov'; Palmer, Clayton; 'Vineetha Kartha'
Cc: 'Whetton, Linda'; Bennion, David
Subject: OPAHG: initial draft Operating Procedures

Dear OPAHG,

Please find attached an initial draft Operating Procedures document that was revised per your direction at our August 14 conference call. Shane drafted this based on a variety of input sources and this was reviewed by Kurt with comments included (you'll see notes in the sideline as well). Glen and Chris were not able to review this before sending to you, but I'm sure they will participate with us later on as time allows. Chris gave the OK for me to send this out, and the ok to set up our next conf. call. So the doodle poll is below, please provide your availability. I have attached the draft operating procedures for your review, and the Aug. 14 meeting notes (which include the 2000 operating procedures for comparison), I also included the final CRAHG report for your convenience. I think we will have a lot to talk about on the call. I put in for a block of 2 hours.

Cheers,
Shane

DOODLE LINK:

<http://doodle.com/x4hb3mgq233ssyvf>

September 6, 2012

GLEN CANYON DAM
TECHNICAL WORK GROUP
OPERATING PROCEDURES

FOREWORD

The Grand Canyon Protection Act (Act) of October 30, 1992, (Public Law 102-575) directs the Secretary of the Interior (Secretary) to “establish and implement long-term monitoring programs and activities that will ensure that Glen Canyon Dam is operated in a manner consistent with that of section 1802” of the Act. “The monitoring programs and activities shall be established and implemented in consultation with the Secretary of Energy; the Governors of the States of Arizona, California, Colorado, Nevada, New Mexico, Utah, and Wyoming; Indian tribes; and the general public, including representatives of academic and scientific communities, environmental organizations, the recreation industry, and contractors for the purchase of Federal power produced at Glen Canyon Dam.” In order to comply with the consultation requirement of the Act, the Glen Canyon Dam EIS recommended formation of a Federal Advisory Committee and a Technical Work Group. To fulfill this requirement the Glen Canyon Dam Adaptive Management Work Group (AMWG) was established. The AMWG held their first meeting on September 10-11, 1997 and officially formed the Glen Canyon Dam Technical Work Group (TWG) as a subgroup. This group is comprised of technical representatives who represent the various stakeholders on the AMWG. The TWG shall perform those tasks charged to them by the AMWG. Additional responsibilities of the TWG are to develop criteria and standards for monitoring and research programs; provide periodic reviews and updates; develop resource management questions for the design of monitoring and research by the Grand Canyon Monitoring and Research Center (GCMRC); and provide information, as necessary, for preparing annual resource reports and other reports, as required, for the AMWG. The TWG shall comply with Federal Advisory Committee Act (Public Law 92-463). Staff resources for the TWG shall be provided by the Bureau of Reclamation (Reclamation) and GCMRC.

As a rule, technical reviews and deliberation will occur at the TWG meetings. This technical analysis will help AMWG understand the basis for the TWG recommendations and will serve as companion information to the AMWG evaluation of policy implications.

OPERATION

1. Meetings. The TWG will hold meetings quarterly or more frequently as required. This includes the use of webinars or other conference calls when appropriate. Where possible meetings will be scheduled 3-6 months in advance. All meetings shall be announced in the Federal Register. Federal register notices may provide information on up to three meetings at a time.

Sixteen members (or their alternates) must be present at any meeting of the TWG to constitute a quorum. This includes non-voting members from DOI in the quorum.

Robert’s Rules of Order will be generally followed, except some flexibility will be allowed as needs dictate. ?? Thoughts, this is new.

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Reclamation is responsible for arranging meetings and for other duties associated with operation of the TWG. They will arrange for meeting location, provide staff for the Chairperson, prepare minutes and Federal Register Notices, and other operational requirements of the TWG.

Meetings of the TWG will generally be held in Phoenix, Arizona, to allow for better travel accessibility for the members as well as provide greater opportunity for the public to attend. However, the Chairperson may decide upon a different location as he/she deems appropriate with consultation with Reclamation.

The Chairperson will draft a reminder meeting notice, including a revised agenda, to the TWG members and the staff will distribute it at least 10 days prior to the TWG meeting. Meeting format will be in accordance with these Operating Procedures.

(Kurt) Meetings of the TWG are not to be viewed by Federal agencies as meeting their government-to-government consultation requirement with participating Tribal entities. More about tribal consultation and its articulation with the Tribal consultation plan to be inserted here.

2. Chairperson. The TWG will elect its own Chairperson from the current membership of the TWG (including alternates). The Chairperson shall be elected at the summer meeting of the TWG, prior to the start of the fiscal year if possible. The Chairperson will be elected by vote for a 1-year term, which will run from October 1 - September 30 of the following year. The current chairperson will serve until the new chairperson takes office. The elected chairperson shall have the option of appointing an alternate member to represent the stakeholder at the table for their term, however, the stakeholder shall have only one vote and is expected to refrain from advocacy while their alternate sits at the table. With the recommendation of the TWG, compensation for the chairperson may be provided from Adaptive Management Program (AMP) funds.

Comment [KD1]: Given the difficulty in getting individuals to volunteer for this position, do we want to consider a longer term (perhaps 2 years) for the TWG Chairperson?

Chair responsibilities:

Attend all TWG and AMWG meetings when possible.

Represent a neutral position, advocating only for sound science and management actions to support the program, all stakeholders, and the public.

Facilitate TWG meetings by leading discussions, and inviting input from TWG members, technical experts, and the public.

Organize or disband Ad Hoc task groups per TWG direction.

Ensure recognition of consensus or voting on decision items as appropriate, including development of minority opinion papers when consensus cannot be reached.

Present overview of TWG activities and recommendations at AMWG meetings.

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3. Reclamation Vice-Chairperson. The first vice-chairperson will assist the Chairperson, and will be the Reclamation TWG member, or their alternate, to ensure requirements of federal regulations are met and to provide assistance to the TWG.

Reclamation Vice-Chairperson responsibilities include:

Attend all TWG and AMWG meetings when possible.

Assist the chairperson in facilitating the TWG meetings, ensuring that action items, responsible parties, and future agenda items are summarized and reviewed with the group by close of meeting.

Assist Chairperson in drafting agendas. Finalize agenda and send to TWG 10 days before meeting.

Ensure complete meeting preparations (posting of documents to web site, meeting room, motel, audio visual equipment, recording of minutes, etc.)

Review and distribute TWG products to AMWG.

4. TWG-Elected Vice-Chairperson: The TWG may elect a second vice-chairperson to assist the Chairperson in supporting the TWG. This Vice-chair will assist the Chairperson and will be elected by the TWG from its membership or alternates.

Attend all TWG and AMWG meetings when possible.

Assist the chairperson in facilitating the TWG meetings, ensuring that action items, responsible parties, and future agenda items are summarized and reviewed with the group by close of meeting.

Contact speakers, ad hoc committee chairpersons, and other contributors at least three weeks before the next TWG meeting to review assignments and determine how much time should be allotted for their presentations.

Help the Chairperson prepare a draft agenda for next meeting.

Help track and coordinate contributions of products for TWG/AMWG review with stakeholders, GCMRC, ad hoc groups, and others.

OPTION FOR DISCUSSION (Kurt): The TWG-Elected Vice-Chairperson will become the new TWG Chair at the end of the existing TWG Chair's term.

5. Facilitation. The TWG will employ a facilitator for most meetings as funds allow and it is deemed by the TWG to be helpful. The Facilitator will work for all parties, including but not only the chair, in a process designed to ensure, as much as possible, that all interests are heard and considered and all parties can support the outcomes.

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List to consider, from Mary's AMWG presentation and TWG SOP.

General:

- Pre-meeting prep including development of agendas
- Meeting facilitation and mediation to the extent requested by the Chairperson
- Review meeting summaries and edit
- Debrief and discussion of next meeting

Specific:

Helping parties obtain the data and information they need to make decisions.

Encouraging all TWG members to explain their reasoning and intent and to ask others to do the same.

Assisting the group to address the expressed concerns of TWG members.

Supporting the resolution by consensus of each item on the agenda

Maintain her focus and emphasis on the process, not the substantive aspects of discussion.

Advise the Chairperson on process questions before and during the meeting.

Making sure the resolution of each agenda item is recorded in such a way that what is agreed to is clear to all.

Assist with producing neutral and non-evaluative meeting notes.

Assisting during the agreement-building process

Work with parties to clarify interests, priorities, and alternatives for an agreement.

Help parties explore (sometimes in private) ideas for creative solutions.

Help parties to draft motions that are clear and succinct, and to enhance the chances of the motion passing by including other parties' interests and concerns.

Encourage decision-making processes that are proven to produce good decisions.

Help manage interpersonal dynamics toward the goals of improved trust, good communication, and positive long-term relationships.

Keep conversations confidential as requested by parties.

Help all parties anticipate implementation problems and address future conflicts.

Comment [KD2]: I have not done the cross walk but how many of the tasks of the facilitator are already identified as tasks of the TWG chair, Vice Chair, and TWG-Elect Vice Chair?

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Help implement, to the extent feasible, the “Core Values of Public Participation” as developed and published by the International Association of Public Participation.

6. Members. The TWG membership shall consist of one representative named from each organization or agency represented in the AMWG. TWG members shall be nominated by their AMWG member, or organization, and approved or rejected by the Secretary’s Designee. There will be no term limitations as long as the organization maintains membership within the AMWG. A list of TWG members will be maintained by Reclamation staff and distributed to the AMWG at regular meetings and via the web site. TWG members should have a technical background to sufficiently represent their stakeholder group, to adequately evaluate scientific proposals and make technical recommendations to the AMWG.

7. Alternate Members (Alternates). TWG alternates shall be nominated by their AMWG member, or organization, and approved or rejected by the Secretary’s Designee. There will be no term limitations as long as the organization maintains membership within the AMWG. Alternates can fully participate in any TWG Ad Hoc group meeting, but only 1 vote is provided for each TWG organization. Alternates shall sign-in on the attendance sheet noting that they are the alternate to the official member. The officially designated alternate, in the absence of the member, is allowed to fully participate and vote in TWG meetings without prior notification and be counted in the quorum.

8. Grand Canyon Monitoring and Research Center (GCMRC). GCMRC will provide technical support for the TWG and be the primary science provider. GCMRC will:

Develop GCMRC planning documents for TWG review including a 5-Year Monitoring and Research Plan.

Comment [KD3]: Is this still happening?

Provide scientific opinions, documents, presentations, and reviews of TWG documents.

Develop research designs and proposals for implementing monitoring and research identified by the AMWG and TWG, including draft biennial budget and work plans.

Provide scientific information and updates to the TWG for all resources of concern identified in the EIS. Coordinate, prepare, and distribute technical reports and documentation for review and as final products.

Prepare and forward technical management recommendations and annual reports as specified in Section 1804 of the GCPA to the TWG.

9. Agenda. The TWG Chairperson, Vice-Chair, Executive Coordinator of the Science Advisors, and the Chief or Deputy Chief of GCMRC will work cooperatively to develop the TWG agenda. The Chairperson will have the lead on drafting the first list of agenda items for discussion. TWG members will be asked at the end of each meeting for suggestions of agenda items for future meetings. A draft agenda will be sent to TWG members by Reclamation six weeks in advance, with a week for members to send in additions or changes to the agenda via email. The final TWG agenda will be sent out by Reclamation three weeks in advance of the meeting, and the

Comment [KD4]: What is the role of the Executive Coordinator of the Science Advisors in developing the agenda? Shouldn't the Science Advisors only respond to requests for review or for their input from either GCMRC, AMWG or TWG?

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final packet will be available on the web 10 calendar days in advance of the meeting. Agendas will be formulated to meet the intent of the AMP strategic plans and other approved planning and operational documents. Reclamation is responsible for compliance with federal regulations. Reclamation will include in the Federal Register Notice: meeting dates, times, location, and a list of meeting agenda items.

10. Guidelines for Discussions. The following ground rules will guide all discussions while the meeting is in session: Members will endeavor to arrive, return from breaks, and depart the meeting on schedule. Any person needing to continue private discussions after the meeting has been called to order will take their business outside the conference room. Members, alternates, and visitors wishing to address the TWG will wait to be recognized by the Chairperson or designated discussion leader before speaking. Speakers will make their points succinctly and yield the floor to the next speaker, waiting to again be recognized for rebuttals. Comments are to be applicable to the motion and not repetitive to presentations, group discussion or other comments previously presented. Discussions of new or unrelated business will be postponed until the appointed time on the agenda.

11. Conflicts of Cultural Values. Implementation of these activities will allow every stakeholder participating in the TWG to fully participate in the process, believe that they have been heard and understood by the other stakeholders, and are satisfied that their points of view are fully considered within the program. These activities will result in the generation of improved and constructive recommendations to the Secretary of the Interior, and have the potential to produce a more robust involvement and a greater sense of enfranchisement on the part of all stakeholders.

Consensus Building and Collaboration

The TWG will commit to building consensus on the difficult issues we confront. In order to build consensus, it is imperative to understand the others' points of view and find ways to address everyone's interests. This involves deeply listening to each other during meetings, and the willingness to commit the time to explore avenues to satisfy all the interests at the table. While more time to explore differences may be uncomfortable for some stakeholders, it is crucial for others. Agendas will be structured in order to allow for a reasonable time to reach consensus. A commitment to consensus changes the dynamics of a group. Instead of determining what proposal will achieve the number of votes required, every point of view is considered and the focus is on how everyone's interests can be addressed in the proposal. While many stakeholders in the AMP understand this process, the group as a whole does not have these skills. Therefore, committing to working together to build the skills and protocols will allow all parties to demonstrate respect for all points of view and resolve differences as a group.

Avoiding Confrontational Methods

One aspect of cultural differences concerns the confrontational approach used by some individuals during meetings. While some people are very comfortable with this approach, others (including many tribal members) are not. For some, cultural norms would prohibit participation in a confrontational conversation. Then what?

Increase Dialogue Among Members

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It is important that the TWG develop ways to increase opportunities for dialogue among stakeholders in situations where important issues are not at stake. More opportunities for social interaction among stakeholders at the TWG meetings would provide opportunities to understand each other's perspectives and values.

Educating each other about different perspectives is crucial. The purpose of the AMP is to bring together disparate points of view; that is to say that we need to understand each other in order to take full advantage of these differences.

Tribal values and worldviews are often significantly different from those of the other stakeholders around the table. Often, non-tribal stakeholders do not fully understand the unique relationship between tribes and the federal government. Additional educational efforts are necessary to clarify this relationship and achieve mutual understanding.

Retreats held every year or every two years offer an ideal venue for the purpose of assessing and improving collaborative processes. Retreats provide opportunities for stakeholders to explore their various cultural perspectives about the Grand Canyon and the Colorado River ecosystem.

Day trips or AMWG and TWG meetings on reservations, at the park, and on the river would provide other venues that could enhance mutual understanding of tribal cultures and other stakeholders.

Openness and Transparency

When TWG makes recommendations regarding a topic, and the federal agencies make final decisions about that topic, the agencies should explain their decisions to the stakeholders, as appropriate; particularly when the recommendations were not accepted.

If a federal agency is undertaking an initiative that stakeholders are interested in or concerned about, they should begin a dialogue with those stakeholders early in their decision-making process and not wait for an AMWG or TWG meeting, though these meetings can be used for this purpose.

Dispute Resolution

In a collaborative process, it is inevitable that some issues will never be resolved through the normal discussion and deliberation processes, even if we use best practices of collaborative groups. To handle such cases, it is recommended that the TWG adopt a dispute resolution process that stakeholders may invoke if they feel their views are not represented in the proposal being considered. Presented below are some ideas for a dispute resolution process. – So we should think about the above statement and the options and see how this fits with minority reports, etc, described in other sections.

If there are disagreements at a AMWG or TWG meeting, and there is no additional time for discussion, a stakeholder may request a caucus with the Chairperson to explore options. The Chair may request that a small group of stakeholders, representing all points of view, work on the issue and bring a recommendation to the full group. When

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consensus is not reached, TWG forwards in writing the different perspectives to the AMWG before making a decision.

Monitoring and Tracking Stakeholder Values in the AMP

Include the traditional ecological knowledge (TEK) integration process into the Grand Canyon Monitoring and Research Center's science program.

The program will track, in an annual report, the number of times consensus is reached or not reached, how often the dispute resolution process was invoked, and the outcomes of the dispute resolution process. During the suggested retreats, TWG should discuss how to improve the operation of these processes, with attention paid to how many times one of the participating Tribes invokes the dispute resolution process and an analysis of those conditions performed.

12. Voting. The maker of a motion must clearly and concisely state and explain his or her motion. Motions may be made verbally or submitted in writing in advance of the meeting and included on the agenda. Any motions proposed by any member in meetings must be related to an agenda topic, **and will be considered only if a simple majority of members present agree to hear it**. After a motion there should be presentations by staff followed by a discussion and a call for questions. The public will be given opportunity to comment during the question period as allowed by the Chairperson. Any member of the public who has asked to address the TWG, shall have a minimum of two minutes to comment. The Chairperson can limit the total time allowed to the public for comments. Comments shall address the motion and not be repetitive to presentations, group discussions or other comments previously presented. The motion must be fully documented for the minutes and restated clearly by the Chairperson before a vote is taken.

Consensus is the desired result. All reasonable efforts will be made to bring the group to a consensus decision or recommendation, including, for example, formation of ad hoc groups. In the event that consensus is not possible, a vote should be taken. Voting shall be by verbal indication or by raised hand. Approval of a motion requires a 60 percent majority of members present and voting. DOI members do not vote on motions and are not counted toward the number voting. A majority recommendation will go forward along with a minority opinion report (containing the alternate recommendation and identification of who constitutes the minority). Ad hoc groups consisting of the dissenting members may be formed as needed to prepare minority opinions. Each appointed TWG representative is expected to explain and/or clarify issues to their respective AMWG member.

Comment [KD5]: Going to a vote should be the absolute last alternative. Shouldn't the dispute resolution language be inserted in this section? Also, greater explanation of the efforts that TWG will go through to try and reach consensus before going to the vote.

Recommendations will be summarized by the Chairperson in an Agenda Information Form for each AMWG meeting, will contain relevant background material on the issues, and will include a brief summary of previous discussions related to the issue (e.g., ad hoc group or TWG discussions). Reports and recommendations forwarded to the AMWG will be identified as having been approved through consensus of the entire TWG, or made by vote with a description of the dissenting opinions. Members subscribing to the minority opinion may provide a minority report, which shall follow the same format outlined above for the consensus or majority report. The TWG Chairperson may invite a representative of the minority group to present the minority opinion to the AMWG.

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13. Minutes. Detailed minutes of each meeting will be kept by support staff from Reclamation and reviewed by the facilitator. The minutes will contain a record of persons present and a description of pertinent matters discussed, conclusions reached, and actions taken on motions. Minutes shall be limited to approximately 5-15 pages and will not be a complete transcript of the discussions. The corrections and adoption of the minutes will be made by a consensus of the TWG at the next meeting.

14. Public Involvement. All meetings will be open to the public. Interested persons may appear in person, or provide written statements to the TWG. Public comments can be on any issue related to operation of Glen Canyon Dam. A specific time for public comment will be identified in the agenda, usually the last 10 minutes of each day. The Chairperson may allow the public to participate in individual agenda items as time allows, and only after TWG members have had a chance to speak. Greater consideration will be given to individuals submitting discussion issues and/or requesting time in advance of the meeting to the Chairperson. Advance approval for presentations to the TWG may be allowed per the Chairperson's discretion, but speaking time may be limited. Written comments will be attached to the meeting minutes if they are identified with the name, address, and affiliation of the provider. Minutes of the TWG meetings and copies of reports submitted to the TWG will be maintained for public review at Reclamation's Reclamation web site (www.uc.usbr.gov/amp).

Wiki TWG? Jason Thiriot.

15. Meeting Materials. TWG members, or others (including GCMRC and Reclamation) responsible for materials for an upcoming meeting shall forward them to the designated staff, including the Chairperson, 15 day in advance of the meeting. Materials may be provided via e-mail or hard copy, although e-mail is preferred. All meeting materials will be posted to the Reclamation TWG web site (insert link) 10 days prior to the meeting. Hard copies of meeting materials generally are not provided to members unless specifically requested. Staff, members, and public providing materials for distribution at the meeting should bring at least 40 copies. Meeting documents distributed at the meeting are to be provided first to the meeting recorder, TWG members, and the GCMRC Chief. Copies of all handouts will be placed in a designated location for official visitors and the public. If action is anticipated to be taken on or as a result of that material, all reasonable effort will be made to provide those materials to the members in advance of the meeting. In the event materials are not provided in advance of the meeting for the 10-day posting, action on this topic may be delayed at the Chairperson's discretion. Individuals making presentations at TWG meetings shall notify Reclamation support staff of any special audio visual equipment or supply needs at least two weeks before the meeting.

A mailing list containing members' mailing addresses, phone numbers, fax numbers, and E-mail addresses, as appropriate, will be maintained and distributed as needed. Updates will be prepared and the list re-distributed as appropriate. A copy of the roster of TWG members or alternates attending any meeting of the TWG shall be attached to the minutes, and shall include a list of all others in attendance.

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16. Arranging meetings and other duties associated with operation of the TWG. Where possible, meetings will be scheduled 3-6 months in advance. Meeting locations will generally be in Phoenix, AZ. Reclamation staff will arrange meeting rooms and audio visual equipment, and block a number of hotel guest rooms. Meeting rooms will be arranged so that each of the 26 TWG members can be seated around the table. Alternates representing an absent TWG member should take their place at the table. Additional seating will be provided around the margin or rear of the room for alternates who are attending with the member, for visitors and for the general public. When possible side tables will be provided for GCMRC staff.

17. Ad Hoc Groups and Meetings. Ad hoc groups can be formed by the TWG as needed with official membership consisting only of TWG members, or their alternates. Ad hoc groups shall be formed by the Chairperson with input from the members, and ad hocs shall terminate as soon as the assigned task is completed. Ad hoc groups may invite technical advisors outside the TWG membership to participate and advise, and in general participation will be encouraged and welcomed. These groups may meet to discuss assignments from the TWG and minutes are recommended, but not required. Ad hoc groups shall report of their deliberations and findings to the TWG. The TWG Chairperson is responsible for advising ad hocs on their task and for overseeing progress. Ad hoc groups shall report only to the main body of the TWG. Presentations of findings from ad hoc groups may be given by individual members of the group.

18. Payment of Travel and Expenses. While engaged in the performance of official business at TWG and TWG ad hoc group meetings away from home or their regular places of business, all TWG members or TWG sub-group members shall, upon request, be reimbursed for travel expenses in accordance with current Federal Travel Regulations. Alternates representing the official committee member may also receive compensation for travel expenses. An accounting of the expenses for operation of the TWG shall be maintained by Reclamation.

Approved:
Chairperson

Date

XXXXXXXX

Operating Procedures AHG (OPAHG) Conference Call
August 14, 2012 (10-11a, MDT)

TWG Chair: Shane Capron, Western Area Power Administration

Participants

OPAHG Members:

Cliff Barrett, UAMPS

Kevin Dahl, GCT

Kurt Dongoske, Pueblo of Zuni/CRAHG

Craig Ellsworth, WAPA

Helen Fairley, GCMRC/CRAHG

Vineetha Kartha, State of Arizona

Lisa Meyer, WAPA

Jason Thiriot, State of Nevada

Mike Yeatts, Hopi Tribe

Others:

Clayton Palmer, WAPA

Not attending: Jan Balsom, Charley Bulletts, Kerry Christensen, Marianne Crawford, Chris Harris, Chris Hughes, Loretta Jackson-Kelly, Glen Knowles, and Mary Orton

Discussion Items:

1. Coordination Issues. Update from Marianne Crawford's e-mail about how to share tribal monitoring reports with the TWG and DOI response to those reports. DOI has a protocol but it doesn't address how that should be done. Also need for tribes to bring their observations to the TWG. We will continue to coordinate with Marianne and Reclamation.
2. OPAHG Chair. Chris Harris was unable to attend today's meeting but there was unanimous support for him to serve as the OPAHG chair, thank you Chris.
3. Revised Purpose for the OPAHG: To make a recommendation to the TWG by the winter meeting 2013 on a revised TWG Operating Procedures document to include consideration of the CRAHG Report (dated June 4, 2012) and any other information deemed appropriate when considering the revision.

Kurt said the CRAHG report was developing a process where tribal concerns could be well addressed in the AMP process but it also recognized that other stakeholders were as frustrated as the tribes. This was their attempt to help include the stakeholders' input. Shane said Lori Caramanian is very supportive of the process and so this will be sort of a "pilot" project.

4. TWG Vice-Chair position. The operating procedures state this will be a Reclamation position and that the TWG will elect this person. The group discussed whether this should be a Reclamation position or a program coordinator. Some favored having a vice-chair that could eventually rotate into the TWG chair. They all recognized the amount of work the TWG Chair currently does and felt that by sharing the responsibilities, the workload would be shared amongst the three individuals. It was also pointed out that other stakeholders would have a problem taking on additional duties in addition to their regular jobs. As such, the program would need to address the financial impact of paying for the work to be done if not being performed by a federal (Reclamation) employee. Need to include duties of the TWG facilitator in the Operating Procedures (**action item: get from Mary's AMWG presentation**).
5. TWG Voting Update. The OP need to reflect that the DOI representatives are non-voting members.

6. Timelines. The OP need to reflect when draft agendas are sent to TWG for review, meeting notes, action items, etc.
7. Sharing of Information. It would be nice to have one location for all documents where stakeholders could communicate with each other. Members wouldn't have to go through the meeting minutes to find the status on certain topics. Consider the Administrative History project report, and consider what should be incorporated into the OP.
8. Future steps. The Core OPAHG group (Chris, Shane, and Kurt) will do a review of the last OP (attached) and flag major areas that need to be changed. A revised document in "track changes" format will be sent to the OPAHG for their review. Shane will communicate with Anne and Lori on the group's efforts so that a verbal update can be provided to the AMWG at their August meeting. Shane will brief Chris as he is available.
9. Next OPAHG Meeting/CC: A week or two after the AMWG Meeting (Aug 29-30). Time ended: 11:00 a.m.

Action Items:

1. Any OPAHG/CRAHG members who wish to participate with the core OPAHG members identified in doing a first revision of the OP should let Chris, Shane, and Linda know.
2. Future conference calls should be set up using a toll free phone number.
3. Get Mary Orton's facilitator role document so that we can consider those items in the OP.

Call ended: 11 a.m. (MDT)

(From 2001- Original Text)
GLEN CANYON DAM
TECHNICAL WORK GROUP
OPERATING PROCEDURES

FOREWORD

The Grand Canyon Protection Act (Act) of October 30, 1992, (Public Law 102-575) directs the Secretary of the Interior (Secretary) to “establish and implement long-term monitoring programs and activities that will ensure that Glen Canyon Dam is operated in a manner consistent with that of section 1802” of the Act. “The monitoring programs and activities shall be established and implemented in consultation with the Secretary of Energy; the Governors of the States of Arizona, California, Colorado, Nevada, New Mexico, Utah, and Wyoming; Indian tribes; and the general public, including representatives of academic and scientific communities, environmental organizations, the recreation industry, and contractors for the purchase of Federal power produced at Glen Canyon Dam.” In order to comply with the consultation requirement of the Act, the Glen Canyon Dam EIS recommended formation of a Federal Advisory Committee and a Technical Work Group. To fulfill this requirement the Glen Canyon Adaptive Management Work Group (AMWG) was established. The AMWG held their first meeting on September 10-11, 1997 and officially formed the Glen Canyon Technical Work Group (TWG) as a subgroup. This group is comprised of technical representatives who represent the various stakeholders on the AMWG. The TWG shall perform those tasks charged to them by the AMWG. Additional responsibilities of the TWG are to develop criteria and standards for monitoring and research programs; provide periodic reviews and updates; develop resource management questions for the design of monitoring and research by the Grand Canyon Monitoring and Research Center; and provide information, as necessary, for preparing annual resource reports and other reports, as required, for the AMWG. The TWG shall comply with all regulations of the Sunshine Act and the Federal Advisory Committee Act pertaining to subcommittees. (See 41 CFR 101-6.10 Federal Advisory Committee Management). Staff resources for the TWG shall be provided by the Grand Canyon Monitoring and Research Center and Reclamation.

OPERATION

1. Meetings. - TWG meetings will be held quarterly or more frequently as required. Where possible meetings will be scheduled 2-3 months in advance. Information will be provided to all interested parties. The Bureau of Reclamation will be responsible for submitting meeting notices to be published in the Federal Register 15 days prior to meetings. Federal register notices may provide information on up to three meetings at a time. The Chairperson will draft a reminder meeting notice to the TWG members and the staff will distribute it at least 10 days prior to the meeting. Meeting format will be in accordance with these Operating Procedures. Sixteen members must be present at any meeting of the TWG to constitute a quorum.

2. Officers. - The TWG will elect its own officers. The Chairperson will be elected for a 1-year term and selected by a vote of the TWG. The elected chairperson shall have the option of appointing an alternate member to represent the stakeholder for the term of the chairperson, however, the stakeholder

shall have only one vote. With the recommendation of the TWG, compensation for the chairperson may be provided from Adaptive Management Program (AMP) funds. A Vice-chair will be selected to assist the Chairperson and will be an employee of Reclamation to ensure requirements of federal regulations are met and to provide assistance. Reclamation and GCMRC will provide staff and meeting resources. Reclamation shall be responsible for, and shall assure compliance with, the applicable federal regulations including those referenced above. The Chairperson shall be elected in the summer meeting of the TWG or the first meeting prior to the start of the fiscal year meeting. The term of the TWG Chairperson will be October 1 - September. 30. The current chairperson will serve until the new chairperson takes office.

Chair responsibilities:

Attend all TWG and AMWG meetings when possible.

Facilitate TWG meetings by leading discussions, arranging for an outside facilitator when required, and inviting input from TWG members, technical experts, and the public.

Organize or disband Ad Hoc task groups per TWG direction.

Ensure recognition of consensus or voting on decision items as appropriate, including development of minority opinion papers when consensus cannot be reached.

Present overview of TWG activities and recommendations at AMWG meetings.

Vice-Chair responsibilities include:

Attend all TWG and AMWG meetings when possible.

Assist the chairperson in facilitating the TWG meetings, ensuring that action items, responsible parties, and future agenda items are summarized and reviewed with the group by close of meeting.

Contact speakers, ad hoc committee chairpersons, and other contributors at least three weeks before the next TWG meeting to review assignments and determine how much time should be allotted for their presentations.

Prepare draft agenda for next meeting and provide review copies by E-mail to chairperson, GCMRC program managers, and speakers about three weeks before the next meeting. Finalize agenda and send to chairperson two weeks before meeting.

Track and coordinate contributions of products for TWG/AMWG review with stakeholders, GCMRC, ad hoc groups, and others.

Ensure complete meeting preparations (meeting room, motel, audio visual equipment, recording of minutes, etc.)

Review and distribute TWG products to AMWG.

3) Grand Canyon Monitoring and Research Center (GCMRC)

Develop GCMRC planning documents for TWG review.

Provide scientific opinions, documents, presentations, and reviews of TWG documents.

Develop research designs and proposals for implementing monitoring and research identified by the AMWG, including draft budget estimates.

Provide scientific information and updates to the TWG for all resources of concern identified in the EIS. Coordinate, prepare, and distribute technical reports and documentation for review and as final products.

Prepare and forward technical management recommendations and annual reports as specified in Section 1804 of the GCPA to the TWG.

4. Members. - The TWG membership shall consist of one representative named from each organization represented in the AMWG, with the exception of two members from the National Park Service representing the Grand Canyon National Park and the Glen Canyon Recreational Area, and one representative from the U.S. Geological Survey. The TWG organizational membership was nominated by the AMWG, with the USGS representative having been nominated by the Secretary's Designee. Members were selected by the respective organization's representatives. A list of TWG members will be distributed to the AMWG at regular meetings. TWG members may designate alternates.

5. Alternate Committee Members. Alternates shall be designated by TWG members. Members can designate an alternate for any TWG or Ad Hoc group meeting they will be unable to attend, or for which the alternate is better prepared to represent the organization's interests. Alternates shall sign-in on the attendance sheet noting that they are the alternate to the official member. The officially designated alternate, in the absence of the member, is allowed to fully participate and vote in TWG meetings without prior notification and be counted in the quorum.

6. Agenda. - Members, and others, requesting an item be added to the agenda should notify the Chairperson in writing (by mail, fax, or E-mail) at least 15 days prior to the meeting. The following information should be provided with each request: a discussion topic or title, the nature of the topic (e.g., sharing of information, discussion of an issue, or a proposed action), name(s) of the presenter(s), total

amount of time required for presentation, and any other relevant points for meeting planning. The agenda will be finalized when the schedule is filled or when the pre-meeting briefing documents are distributed. Requests received after the agenda is finalized may be considered under new business (time permitting), or may have to be postponed until a future meeting. An agenda will be prepared and approved by the Chairperson and forwarded to the TWG meeting recorder. The meeting recorder will distribute the final agenda (by e-mail and/or by other means) to the TWG members and others on the distribution list. Reclamation is responsible for compliance with federal regulations. Reclamation will include in the Federal Register Notice: meeting dates, times, location, and a list of meeting agenda items.

7. Guidelines for Discussions. - The following ground rules will guide all discussions while the meeting is in session: Members will endeavor to arrive, return from breaks, and depart the meeting on schedule. Any person needing to continue private discussions after the meeting has been called to order will take their business outside the conference room. Members, alternates, and visitors wishing to address the TWG will wait to be recognized by the Chairperson or designated discussion leader before speaking. Speakers will make their points succinctly and yield the floor to the next speaker, waiting to again be recognized for rebuttals. Comments are to be applicable to the motion and not repetitive to presentations, group discussion or other comments previously presented. Discussions of new or unrelated business will be postponed until the appointed time on the agenda.

8. Voting. - The maker of a motion must clearly and concisely state and explain their motion. Motions may be made verbally or submitted in writing in advance of the meeting. Motions may be proposed by a member in meetings where they are related to an agenda topic. After a motion and a second to the motion there shall be presentations by staff, where they are necessary or desired. Presentations shall be followed by discussion and a call for questions. The public will be given opportunity to comment during the question period as provided for in these operating procedures. Any member of the public who has asked to address the TWG, shall be provided a reasonable time to comment. The Chairperson may limit the total time allowed to the public for comments. Comments shall be applicable to the motion and not be repetitive of prior presentations, group discussions, or other comments. The motion shall be fully documented for the minutes and restated clearly by the Chairperson before seeking a determination of consensus or a vote is taken.

Consensus is the desired result. All reasonable efforts will be made to bring the group to a consensus decision or recommendation, including, for example, formation of ad hoc groups. If consensus cannot be achieved, a vote will be taken on motions and recommendations to be forwarded to the AMWG. Only members of the TWG or their alternate may vote. A majority recommendation will go forward along with a minority opinion report (containing the alternate recommendation and identification of who constitutes the minority). Ad hoc groups consisting of the dissenting members may be formed as needed to prepare minority opinions. Each appointed TWG representative is expected to explain and/or clarify issues to their respective AMWG member.

Recommendations to the TWG or AMWG will be summarized in report form, will contain relevant background material on the issues, and will include a brief summary of previous discussions related to the

issue (e.g., ad hoc group or TWG discussions). Requests for actions associated with a briefing document will be posed as a specific written recommendation that can be approved as written, approved with modification, or not approved. Reports and recommendations forwarded to the AMWG will be identified as having been approved through consensus of the entire TWG, except when a minority opinion is submitted to the Chairperson in writing prior to the agreed date for forwarding TWG recommendations to the AMWG (generally 60 days before the next AMWG meeting). Members subscribing to the minority opinion will be listed in the minority report, which shall follow the same format outlined above for the consensus or majority report. The TWG Chairperson may invite a representative of the minority group to present the minority opinion to the AMWG.

9. Ad Hoc Groups and Meetings. - Ad hoc groups can be formed by the TWG as needed with membership consisting of TWG members and alternates only. Groups may invite technical advisors outside the TWG membership to assist on some issues. These groups may meet to discuss assignments from the TWG. Ad hoc meetings will not require federal register notices. Minutes are recommended, but not required. Ad hoc groups shall report of their deliberations and findings to the TWG. Presentations of findings from Ad Hoc groups may be given by individual members of the group. Ad hoc groups shall report only to the main body of the TWG. The AMWG may provide direction to the TWG on the flexibility they have in forming ad hoc groups. Ad hoc groups shall be formed by the consensus or vote of the TWG and shall terminate as soon as the assigned task is completed.

10. Minutes, Reports, and Record Keeping. - Minutes will be recorded by TWG staff support from Reclamation. Minutes will address the key topics of the TWG meetings including proposals, motions, voting/approval of motions, majority/minority opinions, public comments, presentations, findings from ad hoc groups, and other pertinent information. Minutes will not be a complete transcript of the discussions. An audio tape recording of the meeting will be kept for each meeting. The corrections and adoption of the minutes will be reached by consensus of the TWG at the following meeting.

Minutes, attachments, agendas, and materials for upcoming TWG meetings will be distributed according to the schedule below:

A. Submittal of materials for upcoming TWG Meetings.

<u>15 Business Days Prior to TWG Mtg:</u>	<u>Responsible Person</u>	<u>Submit To</u>
• Agenda items	Committee Members	Chairman
• Materials for duplication & dist.	Committee Members	Staff

TWG members responsible for materials for an upcoming meeting shall forward them to the designated staff member in time to be included with the distribution which will occur 10 days prior to the meeting. Materials may be provided via e-mail or hard copy. Where copies of material are not provided to the designated staff member in time for normal distribution, the person or organization will be responsible for

making their own copies and bringing them to the meeting. They may either: (1) e-mail, fax or other means; (2) duplicate prior to and distribute at the meeting. Staff, members, and public providing materials for distribution at the meeting should bring at least 40 copies. Meeting documents distributed at the meeting are to be provided first to the meeting recorder, TWG members, and the GCMRC Chief. Copies of all handouts will be placed in a designated location for official visitors and the public. If action is anticipated to be taken on or as a result of that material, all reasonable effort will be made to provide those materials to the members in advance of the meeting. In the event materials are not provided in advance of the meeting, action on this topic may be delayed at the Chairperson's discretion. Individuals making presentations at TWG meetings shall notify TWG staff of any special audio visual equipment or supply needs at least two weeks before the meeting.

A mailing list containing members' mailing addresses, phone numbers, fax numbers, and E-mail addresses, as appropriate, will be maintained and distributed as needed. Updates will be prepared and the list re-distributed as appropriate. A copy of the roster of TWG members or alternates attending any meeting of the TWG shall be attached to the minutes, and shall include a list of all others in attendance.

B. Meeting material distribution to TWG members

<u>10 Calendar Days Prior to TWG Meeting:</u>	<u>Responsible:</u>
• Minutes and attachments from the previous meeting	Staff
• Agenda for the upcoming meeting	Staff
• Materials needed for the upcoming meeting	Staff

E-mail, regular mail, or other means shall be used for the distribution.

Reclamation will be responsible for reports and distribution of materials to AMWG, and providing copies of information to the Library of Congress. The TWG shall assist GCMRC in preparation of the draft Annual Report to Congress pursuant to the Grand Canyon Protection Act.

Minutes, documentation from meetings, and reports shall be made available to the public at the Library of Congress in Washington, D.C. and the Upper Colorado Regional Office of the Bureau of Reclamation in Salt Lake City, Utah.

11. Arranging meetings and other duties associated with operation of the TWG. - Where possible, meetings will be scheduled 2-3 months in advance. All meetings shall also have a Federal Register Notice published 15 days or more in advance of any meeting. Meeting locations will be determined by the group in a preceding meeting. The staff will arrange meeting rooms and audio visual equipment, and block a number of hotel guest rooms. Meeting rooms will be arranged so that each of the 26 TWG members can be seated around the table. Alternates representing an absent TWG member should take

MEMORANDUM

To: Technical Work Group members
Glen Canyon Dam Adaptive Management Program

From: Kurt Dongoske, Chair, Cultural Resources Ad Hoc Group

Date: 04 June 2012

Re: Report and Recommendations from the Cultural Resources Ad Hoc Group

In an AMWG motion passed at the 24-25 August 2011 meeting, the AMWG directed the TWG to reconstitute the Cultural Resources Ad Hoc Group (CRAHG) and make recommendations to the AMWG on the following at its February 2012 meeting: [AMWG indicates its intention to make a recommendation to the Secretary on the following questions: How should the program fairly treat conflicts of cultural values, specifically those involving Native American perspectives? How will tribal values be monitored and tracked in this program?](#)

The CRAHG presented a progress report to the Technical Work Group at their February 2012 meeting. The progress report is attached as appendix A. This final report of the CRAHG expands on the previous progress report and offers options for consideration and subsequent implementation.

The purpose of these recommendations is to address conflicts of cultural values within the Glen Canyon Dam Adaptive Management Program. The CRAHG believes that implementation of these recommendations will allow every stakeholder participating in the AMWG and TWG to fully participate in the process, believe that they have been heard and understood by the other stakeholders, and are satisfied that their points of view are fully considered within the program. The CRAHG believes that implementing these recommendations will result in the generation of improved and constructive recommendations to the Secretary of the Interior. The CRAHG also believes that these recommendations have the distinct potential to produce a more robust involvement and a greater sense of enfranchisement on the part of all stakeholders, as well as lessening the perceived need for litigation or seeking other avenues outside the program to obtain what stakeholders believe they need to be taken seriously.

The CRAHG strongly encourages the AMWG and TWG to engage in a dialogue about these recommendations and come to agreement on how to proceed. With the assistance of Mary Orton, the CRAHG has drawn from the *Core Values of Public Participation* developed and published by the International Association of Public Participation (<http://www.iap2.org/displaycommon.cfm?an=4>) to constructively contribute to this report. The fifth core value states: "Public participation seeks input from participants in designing how they participate" (Please see Appendix 2 for the full set of core values from IAP2.).

Consensus Building and Collaboration

The CRAHG recommends that the AMWG and TWG commit to building consensus on the difficult issues we confront. This approach necessitates changes in how each of these two groups operate. Some of these changes are described below.

1. In order to build consensus, it is imperative to understand the others' points of view and find ways to address everyone's interests. This involves deeply listening to each other during meetings, and the willingness to commit the time to explore avenues to satisfy all the interests at the table. While more time to explore differences may be uncomfortable for some stakeholders, it is crucial for others.
 - a. This may involve changes to the operating procedures to emphasize consensus.
 - b. In order to allow the time needed, agendas may need to be shorter or meetings may need to be longer and/or more frequent.
2. A commitment to consensus changes the dynamics of a group. **Instead of determining what proposal will achieve the number of votes required, every point of view is considered and the focus is on how everyone's interests can be addressed in the proposal.** While many stakeholders in the AMP understand this process, the group as a whole does not have these skills. Therefore, committing to working together to build the skills and protocols will allow all parties to demonstrate respect for all points of view and resolve differences as a group.
 - a. One aspect of cultural differences concerns the confrontational approach used by some individuals during meetings. While some people are very comfortable with this approach, others (including many tribal members) are not. For some, cultural norms would prohibit participation in a confrontational conversation. It is recommended that AMWG and TWG develop norms that ensure that everyone at the table is comfortable taking part in the discussions.
3. Develop ways to increase opportunities for dialogue among stakeholders in situations where important issues are not at stake. AMWG meetings are one important venue for stakeholders to offer their perspectives and initiating this dialogue. This helps all parties understand each other's values and worldviews in advance of addressing a difficult issue. Perhaps creating more opportunities for social interaction among stakeholders at the AMWG and TWG meetings would provide opportunities to understanding each other's perspectives and values.
 - a. Educating each other about different perspectives is crucial. The purpose of the AMP is to bring together disparate points of view; that is to say that we need to understand each other in order to take full advantage of these differences.
 - b. Tribal values and worldviews are often significantly different from those of the other stakeholders around the table. Often, non-tribal stakeholders do not fully understand the unique relationship between tribes and the federal government. Additional educational efforts are necessary to clarify this relationship and achieve mutual understanding.
 - c. Retreats held every year or every two years offer an ideal venue for the purpose of assessing and improving collaborative processes. Retreats provide opportunities for

stakeholders to explore their various cultural perspectives about the Grand Canyon and the Colorado River ecosystem.

- d. Day trips or AMWG and TWG meetings on reservations, at the park, and on the river would provide other venues that could enhance mutual understanding of tribal cultures and other stakeholders.

Openness and Transparency

4. When AMWG and TWG, or subsets of these groups, make recommendations regarding a topic, and the federal agencies make final decisions about that topic, the agencies should explain their decisions to the stakeholders, as appropriate; particularly when the recommendations were not accepted. This is consistent with the seventh point of the Core Values of Public Participation of IAP2: "Public participation communicates to participants how their input affected the decision."
5. If a federal agency is undertaking an initiative that stakeholders are interested in or concerned about, they should begin a dialogue with those stakeholders early in their decision-making process and not wait for an AMWG or TWG meeting, though these meetings can be used for this purpose.

Dispute Resolution

6. In a collaborative process, it is inevitable that some issues will never be resolved through the normal discussion and deliberation processes, even if we use best practices of collaborative groups. To handle such cases, it is recommended that the AMP adopt a dispute resolution process that stakeholders may invoke if they feel their views are not represented in the proposal being considered. Presented below are some ideas for a dispute resolution process.
 - a. If there are disagreements at a AMWG or TWG meeting, and there is no additional time for discussion, a stakeholder may request a caucus with the Chair to explore options. The Chair may request that a small group of stakeholders, representing all points of view, work on the issue and bring a recommendation to the full group.
 - b. When consensus is not reached, AMWG forwards in writing the different perspectives to the Secretary to consider before making a decision.

Monitoring and Tracking Tribal Values

In order to monitor and track how tribal values are integrated in the AMP, the CRAHG offers the following ideas for consideration and implementation.

7. Include the traditional ecological knowledge (TEK) integration process into the Grand Canyon Monitoring and Research Center's science program as a pilot TEK project collaboratively developed with one or more of the participating Tribes for implementation in FY 2013 or 2014.
8. It is recommended that the program track, in an annual report, the number of times consensus is reached or not reached, how often the dispute resolution process was invoked, and the outcomes of the dispute resolution process. During the suggested retreats, AMWG and TWG could discuss how to improve the operation of these processes, with attention paid to how

many times one of the participating Tribes invokes the dispute resolution process and an analysis of those conditions performed.

Appendix 1: February 2012 Progress Report of the Cultural Resources Ad Hoc Group (CRAHG)

Motion: In an AMWG motion passed at the 24-25 August 2011 meeting, the AMWG directed the TWG to reconstitute the Cultural Resources Ad Hoc Group and make recommendations to the AMWG on Issue #3 at its February 2012 meeting. Issue #3: [AMWG indicates its intention to make a recommendation to the Secretary on the following questions: How should the program fairly treat conflicts of cultural values, specifically those involving Native American perspectives? How will tribal values be monitored and tracked in this program?](#)

The CRAHG met on 23 January 2012 to discuss these two questions and how to respond to the Technical Work Group. The CRAHG recognized that whatever recommendations the ad hoc group generates and brings back to the TWG and is ultimately reviewed and acted on by the AMWG could and probably will be significantly affected by the new Department of the Interior's Policy on Consultation with Indian Tribes issued in December of 2011 and the subsequent Secretarial Order 3317 issued on December 01, 2011. The following represents a progress report to the Technical Work Group concerning the outcome of the CRAHG meeting.

Recommendations:

[How should the program fairly treat conflicts of cultural values, specifically those involving Native American perspectives?](#)

1. AMWG/TWG should spend more time and effort at trying to achieve understanding and consensus among the stakeholders regarding issues where conflicts of cultural values are apparent.
 - Agreement by AMWG to work harder (i.e., good faith effort) to achieve consensus
 - Federal agencies (e.g., BOR) should be transparent about why they are making certain decisions and provide this rationale back to the tribes when the tribal perspectives are not honored.
 - Federal agencies should take the initiative to begin a dialogue regarding emerging issues to reflect their sincerity in working collaboratively where conflicts of cultural values are relevant.
2. Respect each stakeholder's perspective and position
 - Acknowledge and foster increased respect among stakeholders (at all levels)

- Acknowledge and accept that some stakeholders may have values and perspectives that are at odds with non-western views; respect these perspectives and be willing to objectively listen.
3. Listen – actually “hear” and understand what is being said (effective communication)
 - Continue talking, talking, talking: It makes a huge difference in understanding and through effective communication new options can emerge.
 - Dialogue among and between stakeholders is critical to successful communication. Discussions among stakeholders do not always need to be issue oriented. Non-tribal stakeholders appear to not understand various expressed tribal values regarding the Grand Canyon and the Colorado River ecosystem.
 4. Acknowledge, accept, and respect philosophical differences regarding the ecosystem that are represented by the various stakeholders.
 - Presentations by individual stakeholder groups are very productive. Stakeholder presentations should be recorded for use as educational tools for new stakeholder representatives to the AMWG/TWG and new scientists employed by GCMRC.
 - Educate about the values beyond those from a western scientific perspective
 - Educate about tribal issues and concerns.
 - Educate AMWG/TWG stakeholders about “tribal values,” what these values mean, and that a monetary value or quantitative value cannot be placed on these values.
 5. Work to rebuild a constructive dialogue and trust around the AMWG/TWG tables. There appears to be plenty of mistrust among and between stakeholders in this program.
 - DOI needs to work at rebuilding trust among the stakeholders.
 6. Develop a dispute resolution process for use in AMWG/TWG venues. This process should seek as its goal to achieve consensus. It should focus on educating and understanding each others’ values and perspectives. The dispute resolution process should be utilized before going to a vote on any motion. It also needs to address situations where the conflict of cultural values involves a stakeholder group and the decision-maker (Secretary of the Interior).
 - Acknowledge and educate about the nature of the Federal government’s relationship with American Indian Tribes. This should be a shared responsibility between agencies and tribes.
 - Acknowledge that Federal & State agency constraints exist that may conflict with tribal perspectives and values, and that it may not be possible to achieve what is being requested. In such cases, we should ask whether other recourses exist.
 - Articulate the philosophical underpinnings for tribal consultation; the rationale.
 - Institutionalize a dispute resolution process for the AMP that can be used as a last resort prior to litigation or taking concerns to Secretary’s Office.

7. Devote one full day where AMWG stakeholders share their various cultural perspectives about the Grand Canyon and the Colorado River ecosystem.
 - Spend time with Native American stakeholders on their reservations to experience and begin to understand individual tribal cultures. These could be done as day trips designed to foster education, understanding, and appreciation.
 - Conduct day trips on the river (maybe in conjunction with TWG/AMWG meeting at the dam).
 - Create more meaningful opportunities for interaction beyond the “official” AMWG/TWG meetings and their respective agendas. A TWG/AMWG river trip may be appropriate, but tribes should take a principal role in developing the agenda so that it is not just a litany of science projects (see also below).
 - Utilize retreats as a method for resolving conflicts of value
 - Have each stakeholder Tribe host a retreat to discuss their assets

How will tribal values be monitored and tracked in this program?

1. A traditional ecological knowledge (TEK) integration process has been initiated and should be integrated into the Grand Canyon Monitoring and Research Center’s science program.
2. Cultural sensitivity workshops and/or training sessions would be opportunities to promote knowledge about different perspectives and mutual understanding.
 - Two prong approach – joint TWG/AMWG river trip with Tribes setting the agenda and AMWG/TWG meetings at Tribal homelands.
3. Define basis (metrics) for determining success. This needs to be more than just counting the number of consultation meetings; it needs to evaluate successful resolution of conflict issues.
4. Stakeholder meetings in Page, AZ with a visit to the Glen Canyon Dam and a one day river trip to the Glen Canyon reach and the Dam.
5. Stakeholder meetings at Grand Canyon National Park
6. River trips with Tribal representatives very important coupled with stakeholder participation in tribal sensitivity workshops held in the respective tribal community. Feedback evaluations by stakeholders who participate in tribal sensitivity workshops. Sensitivity training for GCMRC employees and contract scientists equally important.
7. Incorporate reflexivity into GCMRC’s science program
8. Annual report that tracks efforts at sensitivity sharing of cultural values among stakeholders, tracks conflicts of cultural values that emerge within the program, and efforts at tribal consultation to resolve conflicts.

**Appendix 2: Core Values for the Practice of Public Participation
from the International Association for Public Participation**

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. ☒
2. Public participation includes the promise that the public's contribution will influence the decision. ☒
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers. ☒
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision. ☒
5. Public participation seeks input from participants in designing how they participate. ☒
6. Public participation provides participants with the information they need to participate in a meaningful way. ☒
7. Public participation communicates to participants how their input affected the decision.