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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

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