

**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 sub-committees. (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>
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- |   |       |
|---|-------|
| • 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 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 official visitors and for the general public.

12. Public, Visitors, and Open and Closed Meetings - All meetings are open to the public. It is not anticipated the group will require closed sessions unless a provision is made to do so. Only members of the TWG or their alternate may participate in discussions of the group. Appropriate staff of Reclamation and the GCMRC shall provide pertinent information from their organization to respond to questions or make presentations when approved by the group. The public will be allowed to comment after discussion of each agenda item requiring a decision of that group and at the end of the TWG meeting or as provided in the agenda. Each person will be given up to 10 minutes to address the TWG members at the time specified on the agenda for public comment. Greater consideration will be given to individuals submitting discussion issues and/or requesting time in advance of the meeting to the Chairperson. The Chairperson will control adherence to the time limit so the meeting is not unduly prolonged. Each speaker will be expected to provide their name and affiliation for the meeting minutes. The Chairperson will accept written comments from the public, and will allow their distribution if copies are available for all members (40 copies required). Written comments will be attached to the meeting minutes if they are identified with the name, address, and affiliation of the provider.

Adopted by vote of the TWG on November 8-9, 2000, Phoenix, Arizona.

Approved: Rick Johnson  
Chairperson

7 Sept 01  
Date

**Glen Canyon Dam Technical Work Group**  
**FINAL Meeting Minutes**  
March 30, 2004

**TWG Effectiveness and Operating Procedures** – Norm distributed copies of the TWG Operating Procedures (**Attachment 10a**) and a list of items (**Attachment 10b**) he felt the TWG should consider. He said some AMWG members expressed concern at the last AMWG meeting that the TWG wasn't as effective as it could be. However, he feels there are already some things that are helping to improve the TWG's effectiveness: (1) the new budget process, (2) planning documents that GCMRC is developing, (3) yearly tracking of the products, and (4) feedback from GCMRC on status of projects and products received.

In response to whether the USGS should be a member of the TWG, Jeff said he doesn't believe the USGS should have a seat on the TWG. He doesn't believe it is appropriate and has discussed it with Nick Melcher and Denny Fenn. He is going to make a formal request to Mike Gabaldon to remove a USGS chair on the TWG. He feels that needs to be done in order for the USGS to maintain their objectivity and distance from the management agencies and be as independent as possible. He likes being able to sit with the TWG but has no desire to become a TWG member.

**Comments:**

- *It would be really good for all of us to go back and look at the foundation documents in this process including the GCPA, the FACA, etc., and really think about what is the role of the TWG. Really it's to assist in the GCMRC in putting together science plans and so forth. It's the Technical Work Group. I'm not sure we're the budget work group. That's really GCMRC's role to develop the budget for this process. I don't think we need to sit here and micro manage how a few thousand dollars are being spent hither and yon like we always do. The AMWG even falls into that trap as well. I think the intent is to provide various participating agencies perspective when appropriate but not get ourselves wrapped around the axle. I'll tell you my observation is we aren't very effective at all. We do little things hither and yon but over the period of time since the Record of Decision, this has not been a particularly effective process. I really think we need to take a very self-critical look at ourselves and find out how best can we provide assistance to the Center, to our AMWG who are the Federal advisory committee, and assure that the Secretary is getting good advice, which is all we can do. (Harris)*
- *This is just kind of a tool. It was earlier mentioned how the RIP program operates. As we go through, it would be really nice if Linda's notes were visible on the screen and maybe switch back and forth between the presentations. I think that would improve our effectiveness and helps us understand where we're going. (Davis)*
- *In addition to your #3 about yearly tracking of products, I think you were describing that as tracking of products from GCMRC. I think it might be good for us to track TWG products, track ad hoc group deliveries. We should have a little blue time line for what's being developed within the TWG so we can at all points in time we know what is happening. (Kaplinski)*
- *I might suggest that when you send the agenda out, you identify the action items, the ones we're going to be expected to vote on. I've been surprised lots of time with votes coming up that I didn't expect to have a vote on and if there is an action item, there is a line in our Operating Procedures that say that if there is an action item, then all reasonable efforts should be made to get the material to people on that item with the distribution which*

*is 10 days in advance. I think that really needs to be required. I think it will make us a lot more effective and I certainly would like to be able to check in before the meeting with the hydrologist, or fish biologist, etc. on a particular agenda item. If we're going to vote on something, we have to let people know in advance and provide the materials 10 days before the meeting. If the materials aren't provided, then the agenda item is moved to the next meeting date. (Force)*

- *I've been frustrated by getting materials too close to the meeting time to be able to evaluate them or we're receiving them at the meeting so we don't have time to communicate with our AMWG members. According to our Appendix E in the Strategic Plan, we're supposed to comply with the Sunshine Act and all the regulations pertaining thereto as well as the Federal Advisory Committee Act for committees. Do we know what those are? The TWG is supposing to be functioning as a FACA. Just to make sure we're actually performing that function and may want to look at some of those regulations. (Stevens)*
- *Operating Procedures, #12, talks about the public visitors and open and closed meetings. We need to be more cognizant of our public and ensure opportunities for the public to have a voice in our topics of discussion on the agenda. We fail to do that either after each tracking item or at the end of the meetings. We need to get that back into our way of doing business. (Heuslein)*
- *Get us the materials before the meeting! It does cause me problems. If I come to the meeting and I have something that I have to consider that day and sometimes vote on that day, it's difficult. I'm not sure what the hang-up is there or what the difficulty is. Agenda are a bit too crowded and we're always under the gun to get things done. Either things take longer than we think they will or we don't plan to allow enough time for discussion. Suggest you send a draft agenda out and get input from the members or perhaps at the previous meeting we should talk about what should be on the next meeting's agenda to make sure we allow time. Would like having "new business" or some flexible time on the agenda and find out from the members if there are other things to be added to the agenda. (Persons)*
- *Thanks to Norm, Dennis, and Linda for keeping the program going because none of us wanted Norm's position. (Stevens)*
- *We have a list of ad hoc groups and what their charges are. I don't know if we need to hear a verbal report at each meeting but if they could combine each ad hoc group that has an ongoing task and provide a brief summary of their group's status of their activity is. They wouldn't have to be put on the agenda unless they needed further guidance and/or a decision from the TWG. (Seaholm)*
- *You will now set your next meeting without enough thought about what needs to get done before the next meeting and do you have time to get it done and then send it out prior to the meeting. My observation of this morning was that we ran up a lot of time in a very unfocused discussion. You didn't stay on the agenda item. I would go so far as to say that if the agenda materials aren't sent out in advance of the meeting, the agenda item gets thrown out. (Peterson)*
- *Need to figure how the TWG initiates an initiative (i.e., remote sensing change). It's confusing how things get approved for action. (Melis)*
- *Items on the agenda requiring a vote, should be listed as such. We hear presentations and there is no way to track information. After each of these, ask the question: Is there a decision to be made? Through a vote? Don't close the loop on data provided (Barger)*
- *Would like to underscore what Amy said about public involvement. Generally, the protocol is go to the TWG first for comments and then to the public. It's incumbent upon the TWG Chair to make sure that the comments or issues that are raised by each stakeholder are thoroughly considered so that the stakeholder walks away from the meeting feeling as though their concerns have been really considered. On contentious issues, the TWG has a tendency to re-plough the same ground and in doing that, progress is delayed. (Dongoske)*
- *We've already talked to Linda about trying what Norm is doing right now as a way of helping us focus and keep on track and paying attention to what other people are saying by giving us immediate visual feedback. I'm also going to advocate that we change the format of the agenda to be similar to the Upper Basin's. It is a more text based format. It allows more opportunity for additional comments on each of the items and it will be a format that Linda can actually have on display and be typing into so that when she is done with it, there will be less after-the-fact work in developing the meeting minutes. People may want to consider downloading meeting*

*materials from the AMP web site in an effort to reduce paper and mailing costs. We may want to transition to more of an electronic medium. (Kubly)*

- *If you do that, put the links in the e-mail message. (Lehr)*
- *Another option is to put the information on disks. (Heuslein)*

**From:** "Bill Persons" <BPersons@gf.state.az.us>  
**To:** "Linda Whetton (E-mail)" <LWHETTON.4UCRO@uc.usbr.gov>  
**Date:** 4/1/2004 9:25:26 AM  
**Subject:** TWG effectiveness

Linda,

I recall an assignment to get thoughts on TWG effectiveness submitted in early April. Here are a few thoughts. I'm not sure who these comments were to go to, so I'm sending them to Linda. I'll be in the field April 8 - 26.

TWG effectiveness thoughts:

### **AGENDA**

Get input from the group on agenda items before scheduling meetings. Write them down so everyone can see them.

Allow Flex time, or allow sufficient time for contentious items in the agenda. If we want to hear from TWG members, it often takes more time than allocated within the agenda for discussion. I'm not sure how to fix this other than allowing more time on the agenda for items you suspect (or know) are likely to generate discussion.

Indicate on the agenda which items require a decision. Everything seems to be information and feedback, when in fact I think we need to make decisions, often about what the next step in the process is.

### **PROXY VOTES**

I don't like the idea.

### **SUBMITTAL OF MATERIALS FOR TWG MEETINGS**

Get TWG members materials before the meeting with sufficient time to deliberate and discuss with others. I don't understand the comment about ensuring proper review before being sent to the membership. What does this mean? Hopefully the chair will not filter material.

### **MEETING PROTOCOL**

TWG chair should facilitate the meeting rather than representing stakeholder interest. Perhaps get the chair training in public meeting facilitation or bring in an outside facilitator. Take notes on flip charts or the computer projector so members can see that their concerns/comments are recorded. Make sure everyone gets the opportunity to contribute, discussions seem to be often dominated by one or two people.

See link below for more information on facilitating meetings.  
<http://www.colorado.edu/conflict/peace/treatment/meetfac1.htm>

Bill Persons

**From:** <lgreiner1@mindspring.com>  
**To:** <LWHETTON@uc.usbr.gov>  
**Date:** 4/3/2004 3:50:43 PM  
**Subject:** Fw: Comments on the TWG OP's

Linda: Please forward to Norm. for some reason my messages to him don't go through.  
TXs  
Lloyd

-----Forwarded Message-----

From: lgreiner1@mindspring.com  
Sent: Apr 2, 2004 12:30 PM  
To: norm\_hendersom@nps.gov, LWHETTON@usbr.gov  
Subject: Comments on the TWG OP's

Norm:

1) **Proxy Votes:** I believe there should be soon procedure for very limited PROXY VOTES. For example, I don't believe that proxies should be given when a member can not attend a meeting. But rather, I would suggest that IF a TWG member is in attendance at a regularly scheduled TWG meeting and is there when a given Agenda item is introduced and discussion begins BUT cannot stay for the completion of THAT agenda item, the member should be allowed to give his or her proxy to another TWG member. We could have a written procedure or just have the member announce that someone else has their proxy. This has come up a number of times when agenda items are moved around from their original place on the agenda or when the discussion becomes lengthy and its FRIDAY PM and a convenient flight is available. So I would suggest - limited proxies, apply only to a single agenda item, and the member must be in attendance when the discussion on the agenda item begins.

2) **TWG/AMWG Interaction:** It is not clear to me how an item approved by the TWG that needs to have AMWG approval gets to AMWG. For example the 05 experimental plan that approved by TWG and then was ambushed and never got on the AMWG agenda. It seems to me that one solution would be for the TWG Chair to provide the AMWG with a written report prior to the AMWG meeting with updates and action items. This would seem to be a more appropriate means of communication rather waiting for the AMWG to ask for comments from the TWG chair. I also believe this would give the TWG proceedings more credibility in the over all AMP process. I don't like to see an unofficial VETO on TWG motions intended for AMWG discussion/action.

Lloyd

**From:** <hfairley@usgs.gov>  
**To:** <Norm\_Henderson@nps.gov>, "Dennis Kubly" <DKUBLY@uc.usbr.gov>  
**Date:** 4/13/2004 8:18:59 PM  
**Subject:** TWG effectiveness

Dennis, Norm,

I just want to reiterate what I mentioned to Norm at the last meeting. I think it is imperative that the TWG chair (co-chairs?) focus exclusively on fulfilling their roles as moderator/mediator, and not get personally engaged in the discussions. There are two reasons why I feel this is important: 1) NPS already has two designated reps on the TWG who are there to represent the NPS stakeholder interests; therefore, it is inappropriate for Norm to be actively engaged in the discussions, thereby becoming an unofficial third NPS stakeholder in the process; and 2) somebody has to stay neutral and fully dedicated to keeping discussions focused on the particular topics at hand. They need to keep track of the time and keep discussions confined within the time limits that have been established for particular topics. Finally, the Chair needs to make sure that decision end points are actually reached, with appropriate votes taken and carefully recorded. This is not readily accomplished when the Chairperson is actively participating in (and sometimes perpetuating) the discussions.

Also, I have observed a certain laxness lately in adhering to established protocols (Roberts rules of order, TWG operating procedures) and am concerned that if we allow this to continue, the formality and civility of TWG interactions will deteriorate into a free-for-all. Perhaps a review of the rules of engagement and operating procedures would be in order.

These are my two cents worth on the topic of TWG effectiveness.

Helen

CC: <jeffrey\_lovich@usgs.gov>, "Linda Whetton" [LWHETTON@uc.usbr.gov](mailto:LWHETTON@uc.usbr.gov)

**From:** Randall Peterson

**To:** Henderson, Norm; Kubly, Dennis; Lovich, Jeff

**Date:** 4/13/2004 5:39:00 PM

**Subject:** Comments on TWG effectiveness

1. If effectiveness is tied to a disciplined effort, perhaps greater discipline in routine activities of the TWG could help. This may include:

- Require materials to be distributed 10 days prior to any meeting where a decision is required. Stakeholders must be given a chance to review materials and discuss them with their organization's leadership. Cancel the agenda item requiring a decision if the deadline is not met.
- Focus the discussion on the decision. Refuse to be sidetracked unless it directly affects the proposed decision.
- Since TWG actions are (should be) technically driven, require scientific reporting of resource status at periodic, recurring points in the year. Without fail.
- Schedule meetings ONLY after some consideration has been given to whether the tasks needed for the next meeting can be accomplished and sent out prior to the meeting. This likely requires more time to consider than the last 5 minutes when folks are preparing to leave. Prepare an annual plan of meetings that will accomplish your objectives.

2. The next steps for the AMP (GCMRC strategic planning, core monitoring, exp planning) will take a higher energy level than required as of late. Stakeholders should consider whether it is time for a change in their representation. I know I got tired after 4 or 5 years. Perhaps stay involved, but let another sit at the table.

3. Share the load. If all stakeholders became materially involved, the outcome is more effective, has greater buy-in, gets done faster, and costs less in the long run. Consider chairing an ad hoc group and getting more involved in the others. Come to all the meetings and sit at the table - if there isn't enough room, complain to the chair!

**CC:** Whetton, Linda

1/20/04

TWG operational issues to be discussed:

## **AGENDA**

1. Approval: The TWG chairman approves the final agenda for TWG meetings (page 4, paragraph 1). The co-chair helps prepare the agenda by preparing the draft agenda for the chairman (page 2, next to last paragraph).

This is only the only feasible way for the TWG to operate. The TWG chairman must have control of the meetings.

Chairman responsible for meeting reminder 10 days in advance of meeting (page 1, second paragraph), i.e., technically, this means that official notice with materials should come from the chairman.

2. Agenda items: There is nothing said in the OP about the chairman developing the final agenda from items considered in the previous TWG meeting. This, however, is usually how the budget is prepared.

Should the OP be changed to recognize this reality? TWG members submit items for consideration at TWG meetings to the TWG chairman (page 3, last paragraph).

Mail-out is 10 days prior to the TWG meeting.

3. New business: OP reference a “new business” portion of TWG agendas (page 4, first paragraph). We haven’t done this before. Should there always be time left for members to bring up new business?

## **AMP Budget**

The TWG budget gets discussed within the TWG BAHG and recommended to the TWG. Once the budget is considered and approved by the TWG, it becomes a TWG budget to be recommended to the AMWG.

The TWG chairman approves any changes to the budgets submitted by GCMRC/BOR to the TWG for consideration based on TWG budget deliberations.

The TWG chairman (or designee) submits the approved budget to the AMWG for its consideration.

## **CHANGE IN TWG MEMBERSHIP**

TWG operating protocols are unclear as to how TWG membership changes (page 3; paragraph 4).

It seems reasonable that the AMWG member should nominate the change to the TWG chairman. This should be specified in the operating protocols.

## **PROXY VOTES**

Should the TWG operating protocols be changed to allow proxy votes?

## **SUBMITTAL OF MATERIALS FOR TWG MEETINGS**

OP requirement is for the submission of materials to “staff” 15 days prior to the TWG meeting (page 5, bottom of page).

Should this be changed to submission to the chairman? This would ensure proper review before being sent to the membership.

## **CHANGES IN OP**

No process for changing Ops in current OP. Previous changes by Johnson (9/01) not approved by the TWG.

Should we add some requirement that TWG approve changes in TWG operating protocols? Any revisions should be in redline/strikeout format.

## **MEETING PROTOCOL**

Make reference to Roberts Rules of Order?

Votes can only be taken by members who are at the table.

Only members may be at the table.

Membership will agree on amount of time for each topic.

## **TWG INTERACTION WITH AMWG**

TWG chairman should provide format input and agenda items for AMWG meetings regarding any issues brought to the attention of the AMWG by TWG (either by vote or for information).

TWG chairman attends and provides input to AMWG during any AMWG meeting where TWG business may be discussed (including conference call meetings).