

Environmental Collaboration and Conflict Resolution (ECCR) in the Federal Government Fiscal Year 2021 Agency Reporting Template

Background

On September 7, 2012, the Director of the Office of Management and Budget (OMB), and the Chairman of the President's Council on Environmental Quality (CEQ) issued a revised policy memorandum on environmental collaboration and conflict resolution (ECCR). This joint memo builds on, reinforces, and replaces the memo on ECR issued in 2005, and defines ECCR as:

“. . . third-party assisted collaborative problem solving and conflict resolution in the context of environmental, public lands, or natural resources issues or conflicts, including matters related to energy, transportation, and water and land management..... The term Environmental Collaboration and Conflict Resolution encompasses a range of assisted collaboration, negotiation, and facilitated dialogue processes and applications. These processes directly engage affected interests and Federal department and agency decision makers in collaborative problem solving and conflict resolution.”

The 2012 memorandum requires annual reporting by Federal Departments and Agencies to OMB and CEQ on their use of Environmental Collaboration and Conflict Resolution and on the estimated cost savings and benefits realized through third-party assisted negotiation, mediation or other processes designed to help parties achieve agreement. The memo also encourages departments and agencies to work toward systematic collection of relevant information that can be useful in on-going information exchange across departments and agencies

The Udall Foundation's National Center for Environmental Conflict Resolution (National Center) has, since 2005, collected select ECCR data on behalf of Federal Departments and Agencies. *Beginning in FY 2021, the National Center is streamlining the data it collects to reduce the reporting burden on Federal Departments and Agencies and provide the most salient information on ECCR use. This updated reporting template is focused collection of ECCR case studies and data on capacity building, including ECCR training. Case numbers and context reporting are optional.*

Fiscal Year 2021 Data Collection

This annual reporting template is provided in accordance with the memo for activities in FY 2021.

The report deadline is Friday, January 28th, 2022.

Reports should be submitted to Steph Kavanaugh, NCECR Deputy Director, via e-mail at kavanaugh@udall.gov

Departments should submit a single report that includes ECCR information from the agencies and other entities within the department. The information in your report will become part of a compilation of all FY 2021 ECCR reports submitted. You may be contacted for the purpose of clarifying information in your report.

For your reference, synthesis reports from past fiscal years are available at <https://www.udall.gov/OurPrograms/Institute/ECRReport.aspx>.

1. Agency Submission Information

Name of Department/Agency responding:	<u>The Department of the Interior</u>
Name and Title/Position of person responding:	<u>William Hall, Director</u>
Division/Office of person responding:	<u>Office of Collaborative Action and Dispute Resolution (CADR)</u>
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Date this report is being submitted:	<u>January 28, 2022</u>
Name of ECCR Forum Representative	<u>William Hall</u>

2. ECCR Capacity Building and Investment:

Describe any **NEW, CHANGED, or ACTIVELY ONGOING** steps taken by your department or agency to build programmatic and institutional capacity for environmental collaboration and conflict resolution in FY 2021, including progress made since FY 2020.

Please also include any efforts to establish routine procedures for considering ECCR in specific situations or categories of cases, including any efforts to provide institutional support for non-assisted collaboration efforts.

Please refer to the mechanisms and strategies presented in Section 5 and attachment C of the [OMB-CEQ ECCR Policy Memo](#) for additional guidance on what to include here. Examples include but are not restricted to efforts to:

- Integrate ECCR objectives into agency mission statements, Government Performance and Results Act goals, and strategic planning;
 - Assure that your agency's infrastructure supports ECCR;
 - Invest in support, programs, or trainings; and focus on accountable performance and achievement.
 - ECCR programmatic FTEs
 - Dedicated ECCR budgets
 - Funds spent on contracts to support ECCR cases and programs
- a) Please refer to your agency's FY 2020 report to only include new, changed or actively ongoing ECCR investments or capacity building. **If none, leave this section blank.**

The Department of the Interior (DOI) continues to provide programmatic/institutional capacity to encourage the broadest possible appropriate and effective use of ECCR processes. Within DOI the directives in the OBM/CEQ Memorandum on ECCR are operationalized through the following structures:

- The Office of Collaborative Action and Dispute Resolution (CADR) in the Office of the Secretary, serves as an independent, impartial source of collaborative problem solving and alternative dispute resolution (ADR) expertise and services. Established in 2001, CADR supports all Bureaus and Offices for both ECCR and workplace matters. CADR oversees implementation of the Administrative Dispute

Resolution Act of 1996, other relevant laws, regulations, directives and guidance, and the Department's policy on the use of collaborative processes and problem-solving, ADR, ECCR, consensus-building, and related training. CADR provides Departmental decision-makers with analysis and advice about when to use ECCR and how the Department can effectively engage its stakeholders. Moreover, CADR is strategically positioned within the Department to help address inter-Bureau natural resource, cultural resource, and land management issues, as well as to assist individual Bureaus and Offices in reaching unified decisions.

- The Bureau of Land Management (BLM) CADR Program resides within the BLM Headquarters Office of Resources and Planning Directorate; Division of Decision Support, Planning and NEPA. Established in 1997 as the Natural Resource Alternative Dispute Resolution program, BLM CADR provides leadership, guidance, and assistance in collaborative implementation of the BLM's mission "to sustain the health, diversity, and productivity of America's public lands for the use and enjoyment of present and future generations."

Collectively, there are 14 FTEs in DOI (Office of the Secretary and BLM) supporting ECCR services and programs, and internal collaboration and conflict management activities that build capacity for employees' engagement with the public. Collateral duty Bureau Dispute Resolution Specialists (BDRS) carry out ECCR-related responsibilities in many of the other DOI Bureaus, such as the Bureau of Reclamation, Fish and Wildlife Service, National Park Service, and an additional 12 collateral duty BLM-CADR coordinators work in the BLM State or center offices to provide ECCR support, guidance, and capacity building to BLM employees and stakeholders in the field and district offices.

Programmatic Support

CADR staff, BDRSs, and BLM-CADR work collectively to support Bureau and Office missions at all levels through education about using ECCR so that DOI's employees can:

- Recognize and manage conflict early,
- Identify opportunities and access resources and assistance to engage interested stakeholders in non-adversarial problem-solving processes to produce durable policies, decisions and solutions, and
- Utilize conflict resolution tools whenever possible to achieve goals without unnecessary delays and costs.

Since March 2020 most of the internal and external work for the Department has been virtual due to the Coronavirus pandemic. As a result of the shift to virtual meetings, DOI bureaus now routinely engage external stakeholders through online platforms. In a few instances in late FY 2021 bureaus utilized hybrid virtual/in-person meetings where there were a small number of participants and public safety protocols could be followed.

Additional examples of coordinated programmatic capacity-building efforts during FY 2021 included:

- Consultation, training, and support internally and with external stakeholders to constructively and authentically hold space for dialogues related to systemic injustices and increasing equity;
- Consultation services to individuals, offices, teams, and Bureaus on appropriate use of ECCR by assessing the prospects for collaboration, and, when appropriate, designing and facilitating ECCR processes that are responsive to party needs and mutual interests;
- Education and support of DOI managers on when and how to work with a third-party neutral, and education and support of external third-party neutrals about DOI and its Bureau

organizational structures, culture, and coordination needs;

- Providing leadership education and training as well as basic public participation, collaboration, conflict management, ECCR, and negotiation skills training for managers and employees throughout DOI (see response in #2 below);
- Assisting parties within and external to DOI in identifying and acquiring timely, skilled third-party neutral services acceptable to all parties; and
- Managing an internal facilitation roster that supports ECCR and other ADR efforts.

CADR staff members regularly represent DOI on several interagency groups and participated in a variety of interagency efforts to build common understanding and jointly advance collaboration and ECCR. Examples include the ECCR forum led by OMB/CEQ and the Interagency ADR Working Group.

In FY 2021, CADR continued its work convening an ECCR community of practice with representatives from Bureau of Land Management (BLM), Bureau of Ocean Energy Management (BOEM), Bureau of Reclamation (REC), Fish and Wildlife Service (FWS), National Park Service (NPS), and United States Geological Survey (USGS). This group collaboratively developed and hosted a webinar to orient other DOI employees about the use of ECCR in general and in various bureaus.

The FY 2021 programmatic approaches to ECCR among the DOI Bureaus/Offices included:

The **Assistant Secretary-Indian Affairs, including the Bureau of Indian Affairs and Bureau of Indian Education, through its Office of Regulatory Affairs and Collaborative Action (RACA)** engaged the CADR Office to advise parties who have matters on appeal before the Board of Indian Appeals, who are seeking alternatives to traditional dispute resolution processes.

In 2021, the **Bureau of Land Management (BLM)** National Training Center (NTC) launched a new Line Officer's (LO) Training course, a requirement for all existing and incoming Line Officers, to ensure specific knowledge, skills and competencies. As part of this initiative the NTC and BLM-CADR program lead partnered to create four learning products aimed at improving collaboration and dispute resolution competencies for Line Officers, they include: 1) BLM CADR 101 video, 2) John Ruhs (exemplary ECCR mentor/State Director) stand-alone video discussing the importance of employing a collaborative approach, 3) LO panel discussion, and 4) job aid.

In spring 2021 the BLM CADR program held a workshop engaging all state office and field BLM employees presently involved in CADR initiatives to consider the existing BLM CADR Strategic Plan. The program structure, goals and objectives were all reviewed and additional objectives were considered. The outcome from the meeting was an enlivened team, measurable outcomes identified for this year and the next three, a more completely informed leadership team, and a more effective program engagement design.

In the last year these goals have been accomplished in the BLM CADR Program:

- Generation and implementation of a communication plan that promotes programmatic awareness internally and externally.
- Increased awareness of the BLM CADR program through enhanced funding to support DOI-CADR IDIQ projects.
- Using the DOI CADR IDIQ increased field experiences with stakeholder engagement to model better planning models. HQ-210 program leads integrated BLM CADR into land use planning and implementation expectations for replans and offered BLM CADR as a tool to meet newly

defined environmental justice priorities. The DOI-CADR IDIQ contracted professionals offer and model best practices while they position the field units for more durable successes in their planning.

- Expanded representation of CADR skills, to include collaboration and negotiation competencies, in coordinated leadership training courses offered through the BLM National Training Center, in existing programs such as Pathways, Emerging Leaders, Leadership Academy, and also integrated into newly developing programs such as the Line Officers Academy.
- Two Interagency agreements were established, one with the USFWS National Conservation Training Center and one with the John S McCain III National Center for Environmental Conflict Resolution, to underwrite tuition for any BLM employees interested in developing their CADR skillsets through attendance in courses offered by those institutions. Two state office program leads and an environmental education center manager were able to make use of those opportunities in fall 2021.
- An initiative launched by BLM is being explored by DOI CADR, to develop an ECCR certification course of study for federal land management employees.
- Formal recognition has been made of the connection between the national BLM Partnerships program and the BLM CADR program, to support the continuity of stakeholder relationships. This initiative has evolved into a commitment to underwrite a position in each state office (budget funding dependent) that will serve both BLM CADR and Partnership Program interests. The position description has been created and is moving through the classification process.
- An effort to reestablish the BLM leadership-level advisory committee for BLM CADR is underway, with leadership approval, and a handful of representatives have already self-appointed.
- A category for CADR efforts was generated for field office funding requests within the BLM Budget Proposal System.
- Tracking of initiatives and accomplishments of monies spent on DOI CADR IDIQ projects is more thorough and whenever possible tied to Executive and Secretarial Orders and Directives, including Environmental Justice and Tribal communities.
- Through generation of a BLM CADR SharePoint site, there is greatly enhanced access to existing tools and resources, and new tools are being created.

Additionally, the BLM CADR Program and DOI CADR recognized the need to capture the institutional learning on virtual engagement to support capacity-building, to prepare for anticipated challenges, and to further the success of virtual stakeholder engagement. The CADR program and offices jointly convened two workshops for the DOI ECCR community to share lessons learned about convening, facilitating virtual public meetings.

The **Bureau of Ocean Energy Management (BOEM)** uses ECCR to help the Bureau fulfill its mission. The Marine Minerals Program (MMP) relies heavily on the CADR's contract for ECCR services to secure third-party neutrals in support of outreach meetings with Federal, State, and local stakeholders concerning regional offshore sand management for coastal restoration projects. The BOEM Pacific, Atlantic and Gulf of Mexico Regions and Headquarters utilize CADR staff and contracted neutrals from the CADR ECCR contract to facilitate Tribal consultation, stakeholder outreach, and taskforce meetings.

By their nature, the **Bureau of Reclamation's** water and power activities are complex, multi-purpose projects that can be the focus of conflict among various stakeholders with often divergent objectives. As such, collaboration is a cornerstone of Reclamation's mission and operating principles and continues to be integrated into the way they do business. Reclamation has integrated ECCR as an ongoing effort into

the following:

1. Project Operations – aiding in decision making related to water and power releases and operations and maintenance. Examples include the Glen Canyon Adaptive Management Work Group, which guides the operations of Glen Canyon Dam; operations of the Central Valley Project, in coordination with the State Water Project in California; implementation of the San Joaquin River Restoration Program (SJRRP); and the Lewiston Orchards Project in Idaho.
2. Regulatory Compliance - such as the National Environmental Policy Act (NEPA), Section 106 of the National Historic Preservation Act (NHPA), and the Endangered Species Act (ESA). Project examples include development of a Programmatic Agreement for the Navajo-Gallup Water Supply Project (NGWSP); the Middle Rio Grande Endangered Species Collaborative Program; the operation of the Central Valley Project in California; the Bosque del Apache Pilot River Realignment, in which Reclamation staff are working with non-federal stakeholders to resolve their issues with proposed Environmental Assessment; and the Klamath Project Endangered Species Act (ESA) Consultation in CA and OR.
3. Value Engineering Program - Because of its technical expertise, Reclamation’s Value Program managers facilitate collaborative efforts to review technical designs with an eye toward improving the cost effectiveness of engineering or technical solutions to water and power management issues. As a result, the Program improves the effectiveness and efficiency of a proposed water and/or hydropower project –for contractors, customers, and taxpayers. The program also encourages “outside of the box” thinking to identify design alternatives that may meet project requirements but may not have been explored previously. The process can assist in consensus building – allowing Project Stakeholders and Reclamation to collaboratively discuss alternatives that either side may otherwise resist to reach a consensus solution.
4. Indian Water Rights –Reclamation uses a facilitated process to avoid litigation and rapidly resolve Indian water rights claims.

Reclamation promotes collaboration at the local watershed level through its WaterSMART's Cooperative Watershed Management Program. This collaborative program encourages watershed groups to engage diverse stakeholders to develop local solutions for their water management needs. The program provides competitive grant funding in two areas:

1. for watershed management group development, watershed restoration planning and watershed management project design, and
2. for cost-shared financial assistance to watershed management groups to implement on-the-ground watershed management projects.

The funding provided through the Cooperative Watershed Management Program helps local stakeholders develop local solutions that will improve water reliability while reducing conflict, addressing complex water issues, and stretching limited water supplies.

The **U.S. Fish and Wildlife Service Human Dimensions Branch (FWS-HD)** serves a unique role in assisting FWS units and teams with stakeholder engagement. The Human Dimensions Branch examines the complex relationships between people and the wildlife and habitats the FWS Refuge System protects. This enables decision-makers to consider social systems in conservation planning, design and implementation. Both biological and social sciences should inform landscape-scale management of wildlife and their habitats. Building a connected conservation community ensures continued protection of wildlife resources for the American people. The U.S. Fish and Wildlife Service Human Dimensions Resource Portal is a place to put Human Dimensions tools into the hands of practitioners by centralizing

resources, promoting shared learning, fostering cross-agency collaboration, and creating a community of practice.

The **National Park Service** manages a number of programs that help organizations and people at local, state, regional, and national levels to carry out a wide range of conservation and recreation activities that fulfill natural and cultural resource preservation and enjoyment purposes. Some examples of such programs that make use of ECCR include:

The **Conservation and Outdoor Recreation Division** has four collaborative programs – Rivers, Trails, and Conservation Assistance Program (RTCA), National Trails System, National Wild and Scenic Rivers Program (WSR), and Hydropower Recreation Assistance Program.

- The RTCA coordinates five communities of practice to help employees interested in recreation, conservation, and community collaboration connect virtually and share lessons learned.
- The Conservation and Outdoor Recreation Division supported the DOI Urban initiative and the Urban Waters Federal partnership-- an innovative collaboration between Federal agencies and partnerships with communities who are revitalizing rivers and watersheds.

The **Cultural Resources Stewardship, Partnerships, and Science Directorate** provides leadership for the protection and interpretation of the nation's heritage, guides a national historic preservation program that embraces national parks and heritage resources, engages everyone with the places and stories that make up their national identity, and serves as a model for the stewardship of cultural resources throughout the world. This program's work in historic preservation and engaging the public in sharing the stories of Park sites is another aspect of NPS's robust use of collaboration.

The **Office of Partnerships, Community Engagement, and Visitor Experience** collaborates with partners and local leaders including communities, local governments, nonprofits, interpreters and educators, and volunteers. The Office supports communities by providing assistance to enhance access to parks, trails, rivers, and offers facilitation and partnership expertise and support to insure our Nation's diverse heritage and historic treasures.

The **Natural Resource Stewardship and Science Directorate** (NRSS) provides scientific, technical, and administrative support to national parks for the management of natural resources. NRSS develops, utilizes, and distributes the tools of natural and social science to help the NPS fulfill its core mission: the protection of park resources and values. NRSS provides leadership and expertise to ensure understanding, awareness, representation, and stewardship of the natural resources of the NPS so that they remain unimpaired for future generations. Programs under NRSS include Night Skies and Natural Sounds, which is responsible for air tour operator management plans in National Parks.

Another element in NRSS is the cooperative conservation work executed through the Cooperative Ecosystem Studies Units (CESU) Network a national consortium of Federal agencies, Tribes, academic institutions, State and local governments, nongovernmental conservation organizations, and other partners working together to support informed public trust resource stewardship. The CESU Network is a key partner with the **BIA, BLM, BOEM, FWS, NPS, Reclamation and USGS**. and includes more than **475 non-Federal partners** and **17 Federal agencies** across **seventeen CESUs** representing biogeographic regions encompassing all 50 States and U.S. territories.

The CESU Network is well positioned as a platform to support research, technical assistance, education and capacity building that is responsive to long-standing and contemporary science and resource management priorities. The seventeen CESUs bring together scientists, resource managers, students, and other conservation professionals, drawing upon expertise from across the biological, physical, social, cultural, and engineering disciplines (from Anthropology to Zoology) to conduct collaborative and

interdisciplinary applied projects that address natural and cultural heritage resource issues at multiple scales and in an ecosystem context. Each CESU is structured as a working collaborative with participation from numerous Federal and non-Federal institutional partners. CESUs are based at host universities and focused on a particular biogeographic region of the country.

In FY 2021, **the Office of Hearings and Appeals (OHA)** continued its capacity building to offer ECCR options to litigants who appear before its divisions and appeal boards. For example, OHA is developing tools and techniques to identify which cases are best suited for ECCR/ADR. Additionally, OHA neutrals conduct mediations at the request of parties who have been offered information about different sources of qualified ADR providers, including the roster maintained by CADR. OHA is also in the process of developing a virtual hearings program and keeping an eye focused on how that platform could be cross utilized for ECCR. In summary, OHA is maintaining a sustained effort to expand its use of ECCR and achieving that goal. Currently, all of OHA's divisions and appeals boards are evaluating the best ways they can utilize ECCR and most have at least one case that is currently proceeding under some form of ADR.

- b. Please describe the trainings given in your department/agency in FY 2021. Please include a list of the trainings, if possible. If known, please provide the course names and total number of people trained. Please refer to your agency's FY 2020 report to include **ONLY** trainings given in FY 2020. **If none, leave this section blank.**

Training is a cornerstone of DOI's effort to build capacity for effective conflict management and collaborative problem solving. DOI is committed to building conflict management skills and collaboration competency to improve internal and external communication, stakeholder engagement in planning and decision-making, collaborative problem-solving and conflict resolution in all areas of the Department's work. In short, good conflict management in the workplace supports good conflict management with external parties.

During FY 2021, the CADR office and its cadre of in-house trainers delivered its foundational course "Getting to the CORE of Conflict and Communication" to 784 employees from all Bureaus and Offices in eight geographic regions of the U.S. The course, offered in-person pre-pandemic and then virtually is designed to improve performance in the following key areas:

- Recognizing conflict and its root causes;
- Strategically responding to conflict;
- Efficiently managing and resolving conflict;
- Convening conflict management processes;
- Interest-Based Negotiations; and
- Identifying conflict as an opportunity to create change and build relationships.

CADR team members also delivered a beta-version of "Dynamic Facilitation Skills" to 416 employees across the Department. Other offerings in 2021 included a regular Virtual Resilience Café, attended by over 1200 DOI employees, a Supervisory Skills workshop that reached 280 supervisors, training for 100 DOI facilitation and mediation roster members and added courses in Resiliency Mapping, Communication Skills, Structured Dialogue and Delivering and Receiving the Gift of Feedback reaching 470 participants across these offerings. In total DOI CADR training offerings in 2021 reached 3324 participants.

The BLM CADR program offered the following trainings to its employees in FY 2021: Planning Public meetings & Communicating Science and Policy attended by 158 students and one

Collaboration Workshop led by the Cispus Learning Center attended by 12 students.

3. ECCR Case Example

Using the template below, provide a description of an ECCR case (preferably **completed** in FY 2021). If possible, focus on an interagency ECCR case. Please limit the length to **no more than 1 page**.

Name: National Park Service (NPS) Manhattan Project National Historical Park Stakeholder Engagement

Overview of problem/conflict and timeline, including reference to the nature and timing of the third-party assistance, and how the ECCR effort was funded.

Established on November 10, 2015, Manhattan Project National Historical Park (NHP) is managed through a collaborative partnership by the National Park Service (NPS) and the U.S. Department of Energy to preserve, interpret, and facilitate access to key historic resources associated with the Manhattan Project. It is unique in multiple respects, including its existence in three separate locations: Hanford, Washington; Los Alamos, New Mexico; and Oak Ridge, Tennessee. The Park Superintendent sought impartial facilitation services through the DOI Office of Collaborative Action and Dispute Resolution's contract for ECCR services to design a public engagement process with the following goals: 1) introduce the public to this new Park and 2) to ensure the story of the Manhattan Project is comprehensive and reflective of the full range of experiences of the Manhattan Project and its associated legacies, from its beginning in the 1940s to the present day. The work was funded by the NPS and the project began in late 2019 and concluded in September 2021.

Summary of how the problem or conflict was addressed using ECCR, including details of any innovative approaches to ECCR, and how the principles for engagement in ECCR outlined in the policy memo were used.

Much of the Manhattan Project story's focus has been on a very traditional narrative paying tribute to scientific and technical achievements, how the nation rallied around this effort, the mystery surrounding the three secret cities, and the dramatic end to World War II. Park leadership wanted a more complete picture of the Manhattan Project, including its impact on populations whose stories remain untold or who have not been given the attention they deserve.

The Park Superintendent identified individuals familiar with the Park willing to share their insights into these untold stories. Through interviews with these individuals from government, academia, businesses and non-profits, the impartial facilitation team was able to identify groups and individuals who might represent these voices and offer guidance to the Park as it moved forward. These interviews formed the basis for the Public Engagement Plan (PEP), Phase I of this project, completed in summer 2020.

In late 2020 the Park moved to Phase II, implementation of a virtual public engagement process. Twelve virtual public engagement sessions were conducted between March and July 2021. Activities included a public webinar to introduce the Park and announce upcoming opportunities for involvement, a session for local government officials and those active in tourism, and a series of online meetings for the communities and larger cities surrounding each of the three sites. Five focus sessions were held for specific stakeholders and demographics: African American, Native American, victims of radiation exposure in the US, next generation (high school students), and *hibakusha* (Japanese survivors and descendants of those impacted by the detonation of the atomic bombs). Participants of the *hibakusha* session were based both in the US and Japan (simultaneous interpretation was provided).

Meetings commenced with a brief presentation from the Park Superintendent. Breakout sessions were enabled during most meetings for participants to exchange stories and perspectives. Individuals who were unable to participate virtually and had connection to the Manhattan Project, were interviewed one-on-one.

Identify the key beneficial outcomes of this case, including references to likely alternative decision-making forums and how the outcomes differed as a result of ECCR.

The engagement meetings were powerful and resulted in a degree of trust building between Park staff and attendees. The sessions created a necessary bridge and opened the door for further relationship-building. The Park discovered that current planning documents do not reflect the input of many of the Park's stakeholders and in response the Park will be updating its key planning document to better reflect a larger and more comprehensive group of stakeholders. Third party facilitation, external expertise, and support helped the NPS break through its norms and pre-existing bias about what communities want and need. The notetakers, facilitators, and external support helped communities who had less trust in NPS see the process as safer, professional, and well structured.

Please share any reflections on the lessons learned from the use of ECCR.

Participants and facilitators discovered important benefits from online engagement. Those located in the three different locations could spend time together on screen, an experience that would not have been possible with in-person gatherings because of the time and cost of travel. For many this was an unexpected surprise and a valuable experience. African American residents of Oak Ridge and Hanford, whose families had migrated to the sites to work and live under harsh conditions, found common bonds both in the experience of their forebears and their own experience as descendants today. High school students in Oak Ridge, Hanford and Santa Fe were able to spend two hours together exchanging thoughts about the Manhattan Project and what it means in their lives today. Native Americans from the Pacific Northwest and from New Mexico exchanged stories of sacrifice and significant loss. The focus meetings also highlighted a longstanding distrust of the federal government in relationship to the development of nuclear weapons and underscored that many populations who have experienced significant detrimental impacts to their health have been largely disregarded and are not included in the narrative.

Project Name: *Lahontan Cutthroat Trout Coordinating Committee/ Local Collaborative*

Overview of problem/conflict and timeline, including reference to the nature and timing of the third-party assistance, and how the ECCR effort was funded.

This collaborative process to address the threatened species status of the Lahontan cutthroat trout was first convened in 2019 by the BLM in partnership with Army Corps of Engineers, Bureau of Reclamation, California Department of Fish and Wildlife, Forest Service Region 5, Humboldt Toiyabe National Forest, Nevada BLM, Nevada Department of Wildlife, Oregon Department of Fish and Wildlife, Pyramid Lake Fisheries, Pyramid Lake Natural Resources Department, Summit Lake Paiute Tribe, Tahoe Regional Planning Agency, U.S. Fish and Wildlife Service Ecological Services, U.S. Fish and Wildlife Service Fish and Aquatic Conservation, U.S. Geological Survey, Walker River Paiute Tribe, and the Washoe Tribe of NV & CA. In 1970 the trout was listed as Endangered under the Federal Endangered Species Act, but in 1975 the listing was downgraded to Threatened to allow for more flexible management. In the 49 years following listing agencies were working individually, with a moderate level of cooperation. Implementation actions were lacking NEPA level decisions.

To launch and manage this collaborative initiative, third party neutral facilitators were provided by the BLM: the BLM OR/WA CADR lead, a BLM CADR specialist who is also part of the National Riparian Service Team, and a private contractor.

Summarize how the problem or conflict was addressed using ECCR, including details of any innovative approaches to ECCR, and how the principles for engagement in ECCR outlined in the policy memo were used.

Facilitators began working with the Coordinating Committee (LCT CC) in 2019. After conducting one-on-one conversations with all the partners, the first assignment was to bring cohesiveness to the group to agree on their top priorities:

1. Secure and enhance existing resilient fish populations,
2. Reestablish interconnected, resilient populations, and
3. Develop collaborative conservation action plans with local stakeholders.

Of the top three priorities that came out of work together in 2019 and 2020, one included conducting a situation assessment in the South Fork of the Humboldt River and the Ruby Mountains, in order to organize the first collaborative effort that would also bring in new stakeholders and ranchers. This video was developed in 2020 to communicate the LCT CC Priorities to the Management Oversight Group (MOG). <https://youtu.be/HHglQIUM-E8>

During 2020- 2021, in the absence of in person meetings, communication was conducted virtually for public engagement meetings and interagency meetings, and also videos were developed to continue to move the project forward in a meaningful manner. [2/21 LCT Virtual Public Meetings \(vimeo.com\)](https://vimeo.com/2/21-LCT-Virtual-Public-Meetings)

In 2021, the LCT CC engaged the BLM National Riparian Service Team (NRST) to conduct the Situation Assessment. The summary from the assessment will be used in 2022 by LCT Partnership to stand up a collaborative working group composed of federal, state, local governments, Tribes, and community stakeholders to design and implement a critical LTC recovery action plan for the South Fork of the Humboldt River and the Ruby Mountains. This pilot activity will become the model for the LCT CC additional projects throughout the trout's traditional habitat landscapes.

Identify the key beneficial outcomes of this process, including references to likely alternative decision-making forums and how the outcomes differed as a result of ECCR.

While this effort has been underway for three years, all the partners of this group have already invested copious resources for those earlier 49 years, acting in their own independent realms to accomplish a goal that was impossible to accomplish alone. The commitment to collaborate represents awareness that previous attempts were not adequate to accomplish such a large and complex goal, but also that there were accomplishments in process, programmatic learning, and research.

Key to the success of the collaborative effort, and hopefully the success of restoration of the fish, is the investment in the engagement of local stakeholders to develop and implement collaborative conservation action plans, and the investment of time with a professional team, the NRST, to complete a situation assessment, to ensure that the representation of stakeholders values and concerns was captured in developing initiatives.

Please share any reflections on the lessons learned from the use of ECCR.

This initiative is exemplary of the long-term commitment to outreach and engagement, to partnerships among stakeholders including the public, and to a science-based focus, as all that will be necessary to overcome T&E species challenges, an issue high on the climate change radar. This work is likened to planting trees that we may never sit under. It is working for the future that we can only imagine and perhaps will not see, supporting processes governed by natural systems.

4. Other ECCR Notable Cases

Briefly describe any other notable ECCR cases in FY 2021. (OPTIONAL)

Note: A significant amount of environmental collaboration in the Department of the Interior is self-facilitated using impartial facilitators from within DOI. The following examples reflect ECCR work supported by third party neutrals as defined in the OMB-CEQ memo as well as examples of bureau led collaboratives.

Bureau of Land Management (BLM)

The BLM Dillon Field Office(FO) has conducted extensive collaboration with the Southwest Montana Sagebrush Partnership (SMSP). The Dillon FO has done scoping, planning, joint projects, monitoring, and tours with SMSP. The SMSP includes: NRCS, USFS, USFWS - Partners Program, TNC, Beaverhead Conservation District, Ruby Valley Conservation District, Big Hole Watershed Committee, MT DNRC, MT FWP, Mule Deer Foundation, BLM, and private landowners. This group is a "collaborative partnership" intended to increase capacity of completing work on the ground.

The BLM Missoula Field Office continues to participate with the Blackfoot Challenge Collaborative on many issues including but not limited to—livestock and grizzly bear conflicts; drought management; wildland fire prevention and education; forest management for resiliency; wildlife movement; and more. The Blackfoot Challenge includes multiple federal, state, local agencies along with private landowners and non-profit groups.

The BLM Newcastle Field Office conducted Visitor Use Surveys to help inform their RMP Revision effort. The FO engaged the assistance of the University of Alaska, to generate and randomly sampled mail surveys in January 2021, and then the BLM held Recreation Focus Groups within the three Wyoming counties of the Field Office. A total of 444 surveys were returned. Of those, 305 respondents had visited BLM lands within the Field Office. The surveys helped the BLM identify the experiences and benefits of public land visitors, as well as recreation needs and priorities for management.

The BLM Wyoming Buffalo Field Office (BFO) held a series of Tribal engagement meetings to discuss their Resource Management Plan (RMP) Evaluation, upcoming Section 106 projects, and management of the Welch Ranch Special Recreation Management Area (SRMA). Being mindful of the current COVID-19 levels and cognizant of the many responsibilities and duties Tribal Historic Preservation Officers (THPOs) have on their time, the BFO Field Manager made it a priority to travel to visit THPOs and allow maximum flexibility for participation, including incorporating Zoom where feasible and conducting outdoor site visits. Trips were taken to Riverton, Wyoming; Poplar, Montana; and Fort Yates, North Dakota in July and August 2021. In September 2021, the BFO hosted the first face-to-face consultation meeting since 2019, with the bulk of the meeting taking place outdoors at the Welch Ranch SRMA. The meeting involved six Tribal nations and the knowledge shared will guide and inform the BFO in upcoming management decisions. One THPO commented on the flexible meeting format, stating that the virtual meetings allowed her to better participate and comment on issues, as her travel budget is small, and the South Dakota weather keeps her home for large parts of the winter. Looking ahead the field office will continue to utilize virtual meetings and in-person, outdoor meetings where practicable to help facilitate participation.

The BLM Wyoming Rawlins Field Office has been working on potential land exchanges in Southwest Wyoming for several years. The Rocky Mountain Elk Foundation initiated the exchange proposals, and the Conservation Fund continues to support the activities of engaging private landowners and facilitating conversations with the agency. BLM would exchange isolated parcels without public access for a solid block of land (Mule Creek Ranch) to enhance wildlife habitat and significantly expand public recreation opportunities. After delays due to logistical challenges BLM reinitiated efforts this year, utilizing multiple

outreach strategies to inform the public and identify potentially interested landowners, including the development of an online storyboard (which is currently still in development).

The BLM Colorado State Office and San Luis Valley Field Office (FO) began a Situation Assessment with invites to interview and engage over 40 general stakeholders and 25 Tribes or Pueblos. This situation assessment utilizes the DOI CADR's IDIQ for a third party neutral to facilitate the interviews and prepare findings for the BLM. This work is part of a preplan for a Resource Management Plan revision, updated after 30 years. The FO has operated through a Service First agreement with USFS in the lead during that time and is now interested in establishing direct relationships with its communities. This situation assessment will provide insights to latest stakeholder and indigenous perspectives, views, values, concerns, and ideas related to both substantive planning and resource issues in the valley and procedural opportunities, including recommendations for future engagement. Importantly, this situation assessment also targets perspectives from environmental justice communities.

National Environmental Policy Act (NEPA) / California Environmental Quality Act (CEQA). The Bureau of Land Management (BLM) California is leading an effort to help improve the efficiency and effectiveness in developing NEPA and CEQA documents for permitting projects on BLM lands within California. BLM CA engaged a neutral facilitation team through the Collaborative Action and Dispute Resolution (CADR) ECCR contract to assist in conducting interviews, facilitating a workshop, and preparing a guidance document reflecting the feedback heard from participants in the interviews and workshop. Participants included representatives from state and local agencies and environmental consultants involved in preparing NEPA and CEQA documents.

In Phase I, the facilitators conducted a stakeholder assessment and worked with BLM to host a workshop with BLM, state and local agencies, and environmental consultants. The purpose of the workshop was to: 1) Facilitate a productive dialogue around the challenges faced by the NEPA and CEQA processes within the current regulatory framework. 2) Consider the scenarios and associated challenges and solutions; 3) Discuss potential solutions to the challenges; 4) Develop a working outline of recommended guidance to improve processes associated with a) joint or closely coordinated documents, b) the pre-application process, and c) public process coordination; 5) Identify actions and next steps to improve the efficiency and effectiveness of joint or closely coordinated NEPA CEQA documents and processes. Based on this effort, BLM has launched Phase II, which included developing a guidance document based on scenarios to improve processes associated with joint or closely coordinated documents, the pre-application process, and public process coordination. The guidance includes best management practices for convening the project kick-off and designing the public participation process, as well as how to select the ideal scenario. Each scenario includes an overview of milestones and key deliverables, descriptions, and suggestions on collaboration to achieve milestones and create key deliverables and case studies. The documents will be shared at a subsequent workshop of the same entities who participated in the first workshop.

Bureau of Ocean Energy Management (BOEM)

Offshore Wind and Maritime Industry Knowledge Exchange. BOEM invited subject matters experts to a series of three virtual knowledge exchanges. The purpose of the sessions was to: 1) Discuss measures to minimize risk to safety and disruptions to maritime transportation operations while supporting the development of domestic renewable energy. 2) Share updates on offshore wind and maritime activities that have occurred since BOEM's 2018 Offshore Wind and Maritime Industry Knowledge Exchange. 3) Share how past recommendations and approaches were incorporated in offshore wind and maritime transportation co-existence.

Gulf Region Tribal Engagement Meeting. The BOEM Gulf of Mexico Regional Office planned to lead a Gulf Task Force on offshore renewable energy development in June 2021. In preparation for the Task Force meeting, BOEM requested facilitation services for a Tribes-only engagement. Third party neutrals facilitated this separate meeting, which was designed to present upcoming agency plans, activities, and schedules, solicit Tribal participation in the Task Force, and establish and strengthen relationships with the Tribes. Though this was the first meeting between BOEM and tribes relating to offshore renewable energy, it is anticipated to be the first of many.

Gulf of Mexico (GOM) Virtual Intergovernmental Task Force Meeting. Third party neutral facilitators provided facilitation services to assist BOEM in hosting its inaugural intergovernmental Renewable Energy Gulf of Mexico Task Force meeting. This meeting convened Federal, State, local and Tribal governments to coordinate around offshore wind energy and renewable energy initiatives in the Outer Continental Shelf (OCS) in the Gulf of Mexico. The facilitators provided support in planning, including agenda design, stakeholder outreach and coordination, developing and advancing BOEM's renewable energy stakeholder database, and coordinating pre-meeting preparations and logistics. Following the meeting, the facilitators developed an action-oriented work plan and holistic meeting summary. Key meeting outcomes include:

- Establishment of a common understanding of the role and future activities of the Gulf of Mexico Intergovernmental Renewable Energy Task Force.
- Opportunities for public input on the topics being considered by the Task Force.

Coastal Virginia Offshore Wind (CVOW) Industry Knowledge Exchange. Third party neutrals provided facilitation services to assist BOEM in hosting two three-hour knowledge exchange workshops on March 1 and March 8, 2021. The first workshop focused on the Facility Design Report (FDR) and the Fabrication and Installation Report (FIR) processes and explored what went well and opportunities for improvement. The second workshop focused on adaptive management and processes moving from planning to operations and construction. Each workshop was an opportunity for exploration and knowledge exchange from subject matter experts and key project stakeholders, discussing lessons learned, informing the future production of renewable energy within the adjacent commercial lease area, and identifying recommendations and approaches for continued offshore wind activities moving forward.

Key outcomes as a result of the workshops include:

- Illustrated how past recommendations and approaches were incorporated for offshore wind.
- Explored the range of roles and responsibilities across BOEM, U.S. Coast Guard (USCG), U.S. Bureau of Safety and Environmental Enforcement (BSEE), Navy, USACE; CVOW Lessee (Dominion Energy), Operator (Dominion) and Engineering Procurement and Construction (Orsted).
- Identified issues that caused delays/regulatory concerns.
- Discussed BSEE/BOEM's expectations, interpretations, and management of and through the implementations of the regulatory process.
- Identified best practices and lessons learned that encourage continued discussion among stakeholders.

Fisheries and Offshore Wind Energy: Synthesis of the Science. In October 2020, over 500 participants engaged in a three-day virtual workshop on the synthesis of the science around offshore wind energy and fisheries. The overarching goal of this workshop was to create a collaborative process co-designed by fishermen, wind developers, and state, academic, and federal partners, to advance Responsible Offshore Science Alliance (ROSA)'s regional science efforts by describing the current state of science, existing research and monitoring programs, data gaps, and to solicit input into priority research questions. People signed on

from Belgium to Hawaii, spanning 12 time zones. Through 15 panels, two keynote speakers, and over 25 breakout groups, the participants engaged in shared learning and robust discussion around what we know, do not know, and wish to know around fisheries science and offshore wind development. Participants in any one day ranged from 275 to over 300 individuals. The Workshop was sponsored by National Oceanic and Atmospheric Administration (NOAA) Fisheries, Bureau of Ocean Energy Management (BOEM), and the Responsible Offshore Development Alliance (RODA).

The workshop:

- Presented the report framework and high-level overview of key topics by section;
- Initiated dialogue between authors and among participants to frame issues and facilitate research networks;
- Identified important constituents and groups to work with the authors during the drafting process to ensure inclusive representation in the report and for recommendations of future research priorities; and
- Informed and advanced Responsible Offshore Science Alliance's (ROSA) regional science efforts through the synthesis of information across expert networks.

The workshop included a planning team of representatives from federal agencies, fishing representatives, and the developers, who over a period of six months moved the forum from an intended in-person event to a fully on-line engagement. Participants joined via video, could comment in a chat function, verbally share comments or questions, and by using an interactive tool called Mentimeter, post and rank questions and comments. The workshop is the foundation for what will become a published report capturing the synthesis of the science in late 2021.

US Fish and Wildlife Service (USFWS)

National Migratory Bird Harvest Information Program Collaboration. The USFWS was asked by the Association of Fish and Wildlife Agencies (AFWA) Harvest Information Program (HIP) working group to provide recommendations for improved stratification design for the Migratory Bird Harvest Surveys. In addition, the USFWS is transitioning its National Migratory Bird Harvest Survey from a mail survey to an online survey. To inform the USFWS recommendation and transition, this project explored hunters' perceptions of the HIP registration process, its relationship to national migratory bird harvest surveys, and their current perceptions of these surveys. Over the course of 12 focus groups, third party facilitators engaged 67 waterfowl and/or dove hunters across the United States about their experiences and understanding of HIP and the national harvest surveys. These hunters were also able to complete the online harvest survey as part of this research to get their feedback on survey functionality and their ability to accurately recall and report the information asked for in the harvest survey.

National Park Service (NPS)

George Washington Memorial Parkway has been involved in the rehabilitation of Arlington House, the Robert E. Lee Memorial for four years. During this process the Park has engaged living descendants from Arlington plantation. As the end of the construction project approached, there has been a dramatic shift in discussion of difficult subjects such as monuments, memorials, racism, and equity. The history surrounding Arlington House embodies all these issues. The Park was presented with a request to engage in facilitated dialogue with the descendant communities with the goal of reconciliation between the descendent communities. Dialogue is primarily defined as a conversation between two or more people characterized by openness, honesty, and genuine listening. Taken from the Greek *diá-lógos*, it can be interpreted as the "flow of words" or "meaning" created by more than one person. NPS used third party neutrals with expertise in community dialogue to assess their readiness, create an action plan, and conduct facilitated dialogue

sessions. The goal of this effort was to seek healing by building community trust and fostering fairness through relationship and team development, community engagement, and informed action. Phase 1 and 2 of this effort opened dialogues across descendent families and will be sustained through Phase 3 and beyond with coaching and support in developing an action plan for future engagement. A NPS representative made the following comment about the effort: *“We embrace collaboration, trust, and open communication with our partners to achieve shared goals.”*

From one of the participants, in a comment that reflects many of the participants: *“I’ve always felt that I had more family out there and now I’ve found them in all of you.”*

US Bureau of Reclamation (USBR)

Central Valley Project (CVP). The CVP, located in California, is one of the largest and most complicated multi-purpose water projects in the world, with coordinated operations with the State Water Project managed by the State of California. Ongoing litigation and court-ordered deadlines to complete National Environmental Policy Act and Endangered Species Act (ESA) consultation activities led Reclamation to seek a neutral, third party to facilitate discussions. The facilitator has been used to coordinate meetings with the California Department of Water Resources (DWR) and to coordinate meetings with DWR and other Federal agencies. These meetings proved productive as they have resulted in compromise on various contentious issues and laid the groundwork for future consultations on the long-term operations.

Glen Canyon Dam Adaptive Management Program (GCDAMP). Reclamation has successfully institutionalized the use of ECCR techniques into this program. The program allows for scientific experimentation that adds to the knowledge base for decision-making on dam operations. The Glen Canyon Dam Adaptive Management Work Group (AMWG) is a Federal Advisory Committee that provides a framework for GCDAMP policy, goals, direction, and priorities and makes long-term operational recommendations to the Secretary of the Interior (as Water Master of the Colorado River). The AMWG is comprised of power customers, conservationists, recreational interests, states and water customers (such as farmers and cities). It operates by consensus and a third-party facilitator is contracted to support development of consensus recommendations. The collaborative GCDAMP process has become the standard operating procedure for operation and management of the Colorado River and efforts have reduced litigation, even in severe drought conditions.

New Mexico Water Data Management. In 2019 the New Mexico legislature passed the New Mexico Water Data Act to share, integrate and improve the management of water data. Reclamation has been collaborating with the New Mexico Bureau of Geology toward the goals of this initiative and supporting it through two grants under its WaterSMART Applied Science Grants program. The first one initiated in 2020 is the New Mexico Water Data Initiative and Regional Pilot Project for Improved Data Management and Decision Support Tool in the Lower Pecos Valley partnering with the Pecos Valley Artesian Conservancy District to make ground water levels publicly available. The second project, to be initiated in mid-January 2022, is the NM Water Data Initiative: Improving Water Data Access for Modeling in the Middle Rio Grande, which will collect and make available groundwater and tributary inflow data for incorporation into the Upper Rio Grande Water Operations Model (URGWOM). URGWOM is used by Reclamation and our water management partners as the accounting model for the New Mexico-Texas obligation of the Rio Grande Compact. These data will also be publicly available through the Water Data for New Mexico web portal. “A collaborative effort to share and integrate New Mexico’s water data for effective water management and planning” (<https://newmexicowaterdata.org/>).

Pecos River - New Mexico Basin Study. Reclamation’s Albuquerque Area Office (AAO), in partnership with the New Mexico Interstate Stream Commission and local irrigation districts completed and published the

Pecos River - New Mexico Basin Study in 2021. In this study, Reclamation provided modeling support to develop examples of potential future climatic and water supply conditions in the basin, which allowed study partners to collaboratively develop and model potential adaptations to the projected changes. Reclamation's Basin Study Program has enabled development of trust and shared vision between Reclamation and these partners which will help to support collaborative water management changes as aridification in the basin increases the gap between water supply and demand.

San Juan-Chama Project/Chama Peak Land Alliance. Reclamation's San Juan-Chama Project transfers a portion of New Mexico's allocation under the Colorado River Compact to the Rio Grande Basin, for use by municipalities, irrigators, and tribes in central New Mexico. Reclamation's Albuquerque Area Office (AAO) staff are working collaboratively with a consortium of Project contractors to prioritize science needs in the watersheds serving the Project, with the goal of funding high-priority science and engineering activities that increase the resilience of the Project to ever more challenging hydrologic conditions. In addition, Reclamation is in its sixth-year funding Reclamation's only Ameri-corps VISTA volunteer to support the San Juan-Chama Watershed Partnership, an organization that includes local, county, state, tribal, and federal agencies; non-government organizations; and local individuals that come together to support a healthy ecosystem, a vibrant economy, and sustainable communities. As an active member in this Partnership, Reclamation annually collaborates to organize the Rio Chama Congreso, which promotes a common vision across the Rio Chama Basin. Reclamation co-supervises the VISTA volunteer with the Chama Peak Land Alliance, which brings together landowners in the headwaters of the Project to improve the resilience of these landscapes and decrease the potential for catastrophic wildfires and subsequent debris flows, which could threaten both the Project's critical water supply and its infrastructure. This partnership enhances Reclamation's ability to protect its Project investment and support the community.

Upper Columbia Fish Management. The Bureau of Reclamation through the DOI's Office of Collaborative Action and Dispute Resolution (CADR) convened the Upper Columbia Blocked Areas Anadromous Fish (UC BAAF) Working Group of seven Federal, ten Tribal, and four State entities. The objective of the UC BAAF Working Group is to provide a forum to better integrate, organize, and coordinate participants' views and plans regarding anadromous fish re-establishment in the Upper Columbia River basin above Grand Coulee and Chief Joseph dams. Impartial facilitators supported the process design by conducting a convening assessment with 51 participants. The facilitators facilitated plenary meetings, with attendance ranging from 80-100 people, to provide a platform for information sharing and plan coordination consistent with each member's missions and responsibilities. Five small working teams convened to move along topics and activities between the quarterly plenary meetings. The UC BAAF Working Group contributes to broader efforts to improve access and habitat conditions for salmonids in the Columbia River Basin. Through this process, 21 agencies and Tribal entities were able to collaborate on these goals as opposed to decades of work occurring separately. All parties gained clarity in understanding each other's interests and developing a shared path for continuing discussions around fish re-establishment.

Upper Rio Grande Basin Study. Reclamation's Albuquerque Area Office (AAO) has, for the past several years, been working with the Middle Rio Grande Conservancy District to build a comprehensive partnership in the Upper Rio Grande Basin in New Mexico to perform a Basin Study. Like in the Pecos Basin Study, partners in this study will work with projections of future temperature, precipitation, and water supply and demand in the basin to collectively vision potential futures and develop and model adaptations to the projected changes in climate and water supply. This study will provide collaboratively developed technical analyses of future actions impacting water supply which will support decision making under increasingly challenging conditions. Thus far, more than 25 stakeholders have signed the Study's Memorandum of Agreement, with many more participating regularly in partner meetings.

Value Planning for San Carlos Apache Tribe. Value Studies review planned construction and other project plans to help stakeholders (both internal and external) collaboratively evaluate the technical merits and find cost-effective and innovative alternatives or solutions to address water management problems and/or water supply issues. This has resulted in developing consensus on alternatives and sometimes innovative plans to meet water management challenges facing the Western United States and specifically to help move Indian Water Rights projects closer to settlement. During FY 2021, Reclamation successfully facilitated the technical development, analysis, and documentation of projects for the San Carlos Apache Tribe. This allowed the parties, including the Federal Negotiation Team and the Secretary’s Indian Water Rights Office, to better understand the technical aspects and costs associated with possible projects for a settlement and give multiple possibilities regarding how to formulate the best settlement.

4. ECCR Case Number & Context Data (OPTIONAL)

Context for ECCR Applications:	Case Numbers
Policy development	_____
Planning	_____
Siting and construction	_____
Rulemaking	_____
License and permit issuance	_____
Compliance and enforcement action	_____
Implementation/monitoring agreements	_____
Other (specify): _____	_____
TOTAL # of CASES	134

Report due Friday, January 28, 2022. Submit report electronically to: kavanaugh@udall.gov