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REGIONAL RESOURCE STEWARDSHIP COUNCIL

JANUARY 21 & 22, 2004

VOLUME II OF II

TENNESSEE VALLEY AUTHORITY
401 WEST SUMMIT HILL DRIVE
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MEMBERS OF THE COUNCIL:

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5

MR. JIMMY BARNETT

6

SENATOR ROGER BEDFORD, JR.

7

MR. AUSTIN CARROLL

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MR. PHIL COMER

9

MR. KARL DUDLEY

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MR. BILL FORSYTH

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MS. JACKIE SHELTON

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20

DR. STEPHEN SMITH

21

DR. PAUL TEAGUE

22

MR. GREER TIDWELL, JR.

23

MR. TOM VORHOLT

24

MR. ED WILLIAMS

25

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P R O C E E D I N G S

2

CHAIRMAN BRUCE SHUPP: Dave is going

3

to go over the morning's agenda.

4

FACILITATOR DAVE WAHUS: Good morning.

5

Following any announcements or administrative issues

6

that the Chair might have, we will start the

7

discussion of the questions. We will continue

8

through to the conclusion of that. We will break for

9

lunch around noon.

10

Following the break, we will close out

11

the open council business concerning the TVA

12

recreation program from the September meeting. If

13

you recall, you developed a set of recommendations

14

but because of a lack of a quorum could not approve

15

those.

16

You should have a copy of those in

17

front of you in the papers that were on the table

18

when you arrived. If you do not, please let me know

19

at break and we will make sure that you have a copy

20

of that. You should have also received one in

21

advance and had an opportunity to review that if you

22

were not part of the discussion, but that needs

23 formal approval by a quorum so it can be sent on to
24 TVA, should that be your desire.

25 Then following that there will be a 240
1 discussion of the future of the council and any
2 housekeeping issues that will -- that are needed and
3 adjournment, and we plan to adjourn on or before 3:00
4 p.m.

5 CHAIRMAN BRUCE SHUPP: Just a reminder
6 that we're going to need everybody here for that
7 quorum to take action on last meeting's and this
8 meeting's business.

9 FACILITATOR DAVE WAHUS: You do have
10 were 12 here now.

11 CHAIRMAN BRUCE SHUPP: Yep, we're in
12 good shape right now. You have gifts at your place
13 setting.

14 Kate, would you like to comment?

15 DR. KATE JACKSON: Sure. We wanted to
16 thank you-all for this two years of effort. And the
17 gift is -- you can see W. C. is flipping through Paul
18 Teague's.

19 MS. BRIDGETTE ELLIS: Two little boys
20 at Christmas.

21 DR. KATE JACKSON: Yes, they are. And

22 what that is is a photographic history of TVA that
23 was put together by Pat Ezzell, who is the TVA
24 historian. She did it on her own time, and, you
25 know, sifted through all of the myriad of pictures
1 that TVA has. It's just a lovely book. And since 241
2 you-all, you know, have sifted through the history of
3 TVA yourself, I thought you might enjoy that. It's a
4 lovely book.

5 CHAIRMAN BRUCE SHUPP: Can we thank
6 her for her effort and for her good works?

7 DR. KATE JACKSON: Sure.

8 CHAIRMAN BRUCE SHUPP: How do we reach
9 her?

10 MR. PHIL COMER: She has an e-mail
11 address.

12 CHAIRMAN BRUCE SHUPP: Spell her name.

13 DR. KATE JACKSON: E-z-z-e-l-l.

14 CHAIRMAN BRUCE SHUPP: E-z-e-l-l. And
15 the first name?

16 DR. KATE JACKSON: It's E-z-z, two
17 z's.

18 MS. BRIDGETTE ELLIS: It's on the
19 book.

20 MR. PAUL TEAGUE: Hey, Bruce, W. C.

21 Said to tell her there wasn't a Georgia picture in
22 there.

23 CHAIRMAN BRUCE SHUPP: Georgia wasn't
24 a state in 1930.

25 MR. W. C. NELSON: I didn't see Paul's
1 picture in there. 242

2 MR. JIMMY BARNETT: I haven't looked
3 at it, but I bet you there's not a picture of the TVA
4 official office there in Alabama either.

5 DR. KATE JACKSON: I can't believe you
6 guys are complaining. You haven't even opened the
7 damn box.

8 DR. PAUL TEAGUE: It's beautiful.
9 It's got Muscle Shoals.

10 DR. KATE JACKSON: Give them back.

11 MR. JIMMY BARNETT: I stand corrected.
12 I stand corrected.

13 CHAIRMAN BRUCE SHUPP: Of course, it
14 was the fertilizer plant they took a picture of in
15 Muscle Shoals.

16 DR. PAUL TEAGUE: No. No. The
17 ammunition dump.

18 CHAIRMAN BRUCE SHUPP: All right. The
19 first order of business is the discussion of the

20 questions from the data we got yesterday. Dave is
21 going to lead us through that.

22 FACILITATOR DAVE WAHUS: I have to
23 turn the power on here. Does everyone have a copy of
24 the questions? If you don't, I have some extra
25 copies if anybody needs a copy of the questions. We
1 will also have the questions up in the front on the ²⁴³
2 screen.

3 Laura Duncan is going to be assisting
4 again, and with her able assistance this should move
5 along briskly because I know you have a lot to say
6 and we -- you heard some excellent -- the other four
7 speakers were very, very good and they gave you a
8 great deal of information. So based on that and your
9 personal experiences, I am sure that you have some
10 interesting and very appropriate comments in response
11 to these questions.

12 The first question is: What are your
13 comments on TVA's approach to public involvement?

14 If you recall, we had a very good
15 summary of how TVA looked at or had used public
16 involvement during the ROS and some of their other
17 activities yesterday morning.

18 So I would open the floor. Who wants

19 to start out?

20 Jimmy.

21 MR. JIMMY BARNETT: I would like to
22 say that I liked the way that the last ROS meetings
23 were conducted whereby they had little stations
24 around the room, no public microphone, but everybody
25 got a chance to input and talk to the staff people.

1 I thought that was very good because I saw some folks²⁴⁴
2 over there that I wouldn't have thought maybe would
3 have made any input in a public auditorium microphone
4 kind of a thing that were over there talking to folks
5 and getting their stuff written down. So I liked
6 that approach. I liked the RRSC approach that we
7 have had.

8 I liked the subcommittee that I was
9 chair of for a while, the water quality subcommittee,
10 the diverse group of people that brought so much
11 expertise. They were inboard checks and balances
12 there that turned out to be an exceedingly enjoyable
13 thing for me, who knew very little about a lot of
14 their expertise. So I made a good chairman because I
15 didn't know anything. They were always explaining to
16 me, Jimmy, you know, but I think a lot of good came
17 out of that from the water quality standpoint, at

18 least in my opinion it was. And, of course, some of
19 the TVA people did an awful good job of herding us
20 through all of that, too.

21 As far as getting input back from the
22 general public, as I mentioned the first time, it's
23 awful hard to do. How I would suggest TVA go about
24 doing it, these folks had some good ideas, but if you
25 don't make the officials and everybody -- like
1 Chambers of Commerce aware of what's going down and ²⁴⁵
2 how important it is, they won't show up.

3 I guess I am saying probably getting
4 the, quote, experts, whatever they might happen to be
5 and in whatever field they might happen to be, and
6 coming up with a lot of alternatives like the ROS
7 perhaps and then saying, hey, here's what a group of
8 knowledgeable people have come up with, what do you
9 think, public? And then say, hey, Mayors, Chambers
10 of Commerce, whatever, this is what we're thinking
11 about doing, do you have any comments about it? This
12 is what one group has proposed, now you give your
13 input now or forget it.

14 And how you educate them other than
15 that, other than tying them down and force feeding
16 them, I don't know. Even with the wisdom that was on

17 our panel, including yourself, Dave, I can't really
18 comment on that.

19 FACILITATOR DAVE WAHUS: Thank you,
20 Jimmy.

21 CHAIRMAN BRUCE SHUPP: I just wonder
22 in the three questions if the answer to the first
23 question wouldn't be simply that -- I am proposing
24 this, suggesting this to the group, that TVA
25 presented a complete and well thought-out approach to
1 public involvement, which was -- it included all 246
2 aspects of public involvement and information
3 gathering, and I wonder if we shouldn't just say to
4 question No. 1 that their attitude toward public
5 involvement is good, their approach is designed to
6 get public involvement, and then concentrate on
7 answering questions 2 and 3. That's a suggestion.

8 I mean, Bridgette laid out a pretty
9 complete thought process for the process, and now
10 it's a question of, how do you make it better? They
11 are trying to do well, and how can we make it better?

12 FACILITATOR DAVE WAHUS: Did we
13 capture -- in item D up there did we capture your
14 thought appropriately?

15 CHAIRMAN BRUCE SHUPP: Yeah. Yeah. I

16 think that's -- that probably could be made better if
17 you-all help, but that's the thought.

18 FACILITATOR DAVE WAHUS: Okay.

19 CHAIRMAN BRUCE SHUPP: That would be
20 the answer -- I am suggesting that's the answer to
21 No. 1 and let's go on to No. 2 and 3, and that's
22 where the meat of this is, how can we make it better?

23 FACILITATOR DAVE WAHUS: Before we do
24 that I am going to ask Tom.

25 MR. TOM VORHOLT: I think TVA should
1 look into this -- this International Association for
2 Public Participation if they haven't already. From
3 what we were handed out yesterday and from what we
4 learned from LaVerne yesterday, it looks like a
5 pretty solid organization. If you look at the core
6 values and if you look at that spectrum that they
7 presented, I think that's something TVA may want to
8 consider looking into further, if not getting
9 involved with.

10 As I mentioned yesterday, the ROS, it
11 falls right under the collaborate section of the
12 spectrum where the public participation was embedded
13 in the process. Yeah, we went out and we conducted
14 surveys and we did public meetings, et cetera, et

15 cetera, but if you read collaborate, it says, "To
16 partner with the public in each aspect of the
17 decision, including the development of alternatives
18 and the identification of the preferred solution,"
19 that's exactly what we did.

20 And I don't know that TVA made a
21 decision -- a conscious decision that that's the way
22 it was going to be. We were never empowered, we were
23 never told that your decision will be implemented.
24 We knew up front that we were basically making a
25 recommendation to the board, but still, we had that
1 public participation embedded in the process. 248

2 From the beginning it was really
3 public participation that developed the alternatives.
4 It was really public participation that led to the
5 reduction of those alternatives to the seven or eight
6 that David Nye and TVA is now considering.

7 It wasn't that TVA set up on the
8 fourth and fifth floor and did all the work and
9 developed these alternatives and reduced them and
10 then took them out to the public and then said,
11 here's what we've got, that's not the way it worked.
12 And I really thought that -- I mean, you know, it
13 falls right under the collaborate section of the

14 level of participation.

15 And again, I don't know if that was a
16 conscious decision, but the way that worked it worked
17 very well. So I think the spectrum in this
18 association is something that TVA may want to
19 consider in the future.

20 DR. KATE JACKSON: Thank you, Tom. In
21 fact, Bridgette and I and Bob had a conversation
22 about that, can we use the spectrum in a way that we
23 can identify early on where we see the current
24 process, whatever it is, and thereby managing
25 expectations internally but also managing
1 expectations externally. I think that's a really
2 good idea. 249

3 MR. TOM VORHOLT: Because that is a
4 key point. As I mentioned, we knew our expectations
5 going in. We knew what we were there for. We knew
6 we were going to develop the alternatives. We knew
7 we were involved in the decision-making process, but
8 at the same time it was clear to us that they were
9 not just going to implement whatever came out of it,
10 that it was obviously up to the board for the final
11 decision.

12 So -- and I think that has to be done

13 early on, that decision of what level you want to
14 involve the public in any policy initiative TVA is
15 looking at. If that decision is made early on, then
16 you can develop the process from there.

17 FACILITATOR DAVE WAHUS: Phil and then
18 Paul.

19 MR. PHIL COMER: First of all, I will
20 agree 100 percent.

21 FACILITATOR DAVE WAHUS: Excuse me. I
22 would remind you that we're still on question No. 1.
23 So if you have things -- go ahead, Phil.

24 MR. PAUL TEAGUE: Why don't we look at
25 all three of those questions because we're already
1 putting places here that needs to be go lower. Look ²⁵⁰
2 at all three of the questions.

3 MR. PHIL COMER: I want to respond
4 right now to Tom Vorholt's comments right now, if I
5 may. I don't want to wait. Tom has yesterday and
6 again today emphasized what a wonderful thing it was
7 of the 13 people who were on the public comment group
8 to participate in the ROS process, and I do not
9 disagree with his comments.

10 I would particularly agree with the
11 comments that Jimmy made about the field meetings on

12 these last 12 meetings that the ROS had last July and
13 August. I attended the one in Morristown, Tennessee,
14 and I have never attended a meeting of that type that
15 I thought was conducted any better than that was. I
16 mean, it was absolutely almost perfection, I mean,
17 how it was handled and the people who were there, the
18 receptivity, et cetera, et cetera, et cetera, but
19 before we get carried away with these incredible
20 accolades to TVA, let me point out two things to you
21 because we have short memories, and Tom has an
22 especially short memory.

23 The recommendation that came from this
24 20 member council not only included a recommendation
25 that there be a study of the management of the water
1 system, but it also explicitly included a 251
2 recommendation that to achieve credibility there had
3 to be public participation and there had to be an
4 oversight committee. We even defined in that
5 recommendation part of the composition of how that
6 committee should include representatives from this
7 council in addition to the public, et cetera, et
8 cetera.

9 I also remind you that when the last
10 GSA study was conducted in connection with this --

11 the subject of lake level managements and so forth,
12 they included in one of their two recommendations
13 that not only the study be made but that the public
14 be involved and that there be a process to achieve
15 credibility.

16 So TVA has not always done this. They
17 have not always had this reputation of really
18 involving the public. And even after all of this was
19 agreed to by the three TVA board members, the very
20 first meeting that was called was to review -- my
21 numbers may not be exactly right, but I believe they
22 had solicited 25 different consulting firms to
23 participate in the original structuring or developing
24 of what the ROS study would be, and they received
25 either three or four actual firm bids.

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1 The initial knowledge of this was
2 moving along prior to any committee of the public
3 having been formed, and I had to send a number of
4 very vehement -- vehement, is that a good word?

5 MR. AUSTIN CARROLL: Bad.

6 MR. PHIL COMER: Strong e-mails to the
7 three TVA directors reminding them, you have agreed
8 to what we recommended about having a study, that
9 included having a participation, to which this was,

10 somewhat late in the day, implemented, and that
11 preceded the 13 member group you're on. That was a
12 five member group that included Bill Forsyth and it
13 included Bibbins and so forth, but that was not done
14 without some arm twisting and effort.

15 Let's don't get carried away here that
16 suddenly TVA has gotten religion and that they are
17 wonderful. Historically their track record is pretty
18 bad, and I am hoping that it's improved. And it's
19 obviously improved enormously in the last four years
20 since Tom first came to one of these meetings. And
21 he didn't come as a member and he didn't come because
22 the barge industry was being listened to, he came
23 with another man from the barge industry because they
24 were very unhappy with the fact that they were not
25 represented as one of the 20 people on this council
1 and they weren't being listened to, they felt. 253

2 Is that right, Tom?

3 MR. TOM VORHOLT: Initially but --

4 MR. PHIL COMER: I am talking
5 initially, March the 22nd four years ago, you were
6 here with another man and you were a very unhappy
7 camper.

8 MR. TOM VORHOLT: I don't think I was

9 at the first meeting, Phil. I think a guy named
10 Ronnie Pritchard and maybe Bill Dyer were here, but
11 at any rate, initially the navigation industry was
12 not represented.

13 MR. PHIL COMER: And you were unhappy
14 about it.

15 MR. TOM VORHOLT: And that change was
16 made.

17 MR. PHIL COMER: Well, there were a
18 number of us sitting around this table here who
19 helped make that change because we were astounded
20 that an industry as important as the barge industry
21 was not represented.

22 MR. TOM VORHOLT: And we appreciate
23 your support, Phil, and I appreciate you filling in
24 my memory lapses. However it happened, the
25 council -- I mean, that's what the council was formed
1 for was to advise TVA on how to improve some of these ²⁵⁴
2 processes, and the council did a fine job. And to
3 TVA's credit, I think they took the advice.

4 MR. PHIL COMER: TVA has existed 70
5 years. Their long-term track record is abysmal in
6 terms of not listening to the public. So let's hope
7 that there's been a revival here in the last three or

8 four years, but the proof is in the pudding. And
9 including that 13 member group that you have been a
10 part of, I will believe it when I see the results.
11 We have not seen the results of the ROS. So let's
12 hope that in a week or two weeks that it will be
13 published and it will be made public and that we will
14 all see evidence that, yes, they really have
15 listened. As yet, I haven't seen the results of it.

16 MR. TOM VORHOLT: I haven't seen the
17 final decision, but, Phil, I think the outcome and
18 the product will be good.

19 MR. PHIL COMER: I certainly hope so.

20 CHAIRMAN BRUCE SHUPP: Let's move
21 along.

22 FACILITATOR DAVE WAHUS: We have a
23 slight technical problem here. As soon as the
24 projector cools off we will turn it back on and then
25 we will be able to go again. The power was
1 disconnected accidentally, but we're continuing to 255
2 capture your comments and you will see them all as
3 soon as it comes back on.

4 Bruce.

5 CHAIRMAN BRUCE SHUPP: Getting into
6 the questions 2 and 3, how do we improve the

7 activity? I agree partially with what Phil said,
8 that TVA's reputation in the past as not being a good
9 listener is true, but that's true of every federal
10 agency and I don't think TVA was a lot different than
11 many others.

12 In fact, it was true of most
13 government agencies in the past that they didn't
14 listen, but I think this four years' experience, the
15 fact that this council just exists and the effort
16 being made to get input is a good indication of
17 change. I think you still have a long way to go, but
18 that's a good, good sign and a good change.

19 Now, how do you take it one step
20 further?

21 Bridgette outlined a good attitude and
22 a good plan to get public input. The ROS process
23 demonstrated a willingness to spend money to get that
24 job done and try new techniques, and I think it all
25 boils down to convincing staff, not just executives.

1 It has to come from the top, I said that yesterday,
2 but convincing staff that it's absolutely essential
3 that they get public input, if for no other reason is
4 that their job is to protect their supervisors, their
5 bosses, their executives, their directors, if you

6 take it to a government agency, their commissioners,
7 whatever the case may be, their governor, from
8 blunders. You're trying to protect them from making
9 mistakes that would -- the public would perceive as a
10 dumb decision or the wrong direction to go.

11 So if you can instill that attitude
12 down to every engineer and every microbiologist and
13 every ecologist and every other technical person in
14 the staff that it's essential that they understand
15 what their constituents, their public, their
16 customers are thinking so that they can perform their
17 job, then they do a better job at it. So it's
18 attitude development, attitude correction that's
19 essential.

20 What I am getting at is you need a
21 good training program. And I would think you would
22 want to set up -- that's the recommendation, set up a
23 training program for public participation that would
24 include everyone who has contact with customers on a
25 regular basis that -- in the sense of who has contact
1 with customers to solicit information. I don't mean
2 people who are going out just reading meters but
3 people who are actually trying to solicit information
4 from customers. And connected with that, providing

5 them information on the best new techniques, a lot of
6 things that we heard yesterday.

7 And I think the new techniques, the
8 new way to run a meeting is essential because what --
9 the other thing you have to instill in that staff is
10 you have to respect the opinions of the people you're
11 inviting to the meeting and you have to respect their
12 time. So if you invite them to a meeting, you have
13 got to conduct that meeting so it will capture their
14 views and do it efficiently and effectively, and that
15 means training.

16 I mean, you know, we all go to
17 meetings and we just can't wait to get out of there.
18 We leave and we think, what in the world did we
19 accomplish, bad meetings, bad meetings. And if you
20 can make the staff think meetings are necessary, can
21 be fun, and they can be effective and they leave with
22 something and the public leaves with something, you
23 develop a whole new culture for public participation
24 in the company, and I think that's something to
25 seriously consider.

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1 And there are consultants out there
2 that could teach this and you could train the
3 trainers in your own staff and get some enthusiastic

4 people that -- on the staff that would become
5 trainers and then go out to the field, and I believe
6 you would take and change the whole culture of the
7 organization right from the top to the bottom.

8 With the new board coming on, if that
9 happens, I think that would be essential to have a
10 culture in place that would provide them with good
11 feedback from public viewpoints.

12 FACILITATOR DAVE WAHUS: Let's go
13 back, if we might, to question No. 1. If you look at
14 item No. D, Bruce suggested a few minutes ago that --
15 to summarize the response to question 1, that TVA's
16 attitude and approach towards public involvement are
17 good based on TVA's presentation to this -- to this
18 council.

19 Before we go on to questions 2 and 3,
20 do you want to accept what's there with that being
21 the summary or do you want to continue to discuss
22 question No. 1? Question No. 1 being, what are the
23 comments on TVA's approach to public involvement?

24 Because I am hearing now that we're
25 getting into questions No. 2 and 3, and before we
1 muddy the water we need to dispense with the first
2 question. We can always come back to it. I am

3 seeing some noddings of the head.

4 I'm sorry. Greer.

5 MR. GREER TIDWELL: That's fine. I
6 have been impressed with Bridgette from the first day
7 I met her, and I absolutely agree that her attitude
8 and approach are good, maybe far above good.

9 I guess my comment in answer to No. 1
10 would be, I have yet to be convinced of the
11 leadership of TVA's -- TVA's leadership's attitude
12 and approach toward public involvement, which is an
13 absolute necessity for integrating it into the
14 long-term works of this organization.

15 FACILITATOR DAVE WAHUS: By leadership
16 you mean the board or what level of leadership?

17 MR. GREER TIDWELL: I mean leadership.

18 FACILITATOR DAVE WAHUS: In general?

19 MR. GREER TIDWELL: Leadership in
20 general. It starts with the board, but there's also
21 a very important aspect of leadership at that next
22 level and next level, and those are the folks who
23 stay and those are the folks who take a culture into
24 implementation.

25 I just put that out there because I am
1 not sure -- I am not sure I have seen enough of the

2 cultural change that was possible from what the ROS
3 process was. To me the ROS process is proof of how
4 good TVA can be. It is an opportunity for TVA to be
5 an example of how to do really good public
6 involvement and how to begin correcting or
7 eliminating the question of whether TVA really
8 listens.

9 That's the challenge for this section
10 is, how does TVA get to the point where the question
11 about whether TVA really listens is not a driving
12 aspect of TVA's public reputation? It shouldn't be.
13 It doesn't have to be. The ROS process proves that
14 you can get over that as a matter of working that
15 into the culture.

16 FACILITATOR DAVE WAHUS: Jimmy.

17 MR. JIMMY BARNETT: Just to make a
18 comment along that line. Harold Dupris in
19 Chattanooga made a comment, which I totally second
20 and have reiterated it to other people, that if the
21 last rate change -- electric rate change had gone
22 like the ROS it would have been nice, and I agree
23 with that.

24 FACILITATOR DAVE WAHUS: Jackie.

25 Notice I didn't call you Julie this time. Jackie.

1 MS. JACKIE SHELTON: Thank you. In
2 all of our professional presentations it seems to me
3 the theme that's prominent in my thinking is the
4 acceptance and realization of the importance of
5 public involvement and why.

6 How does it help the public and how
7 does it help TVA?

8 Obviously, they need help in that area
9 or we wouldn't be asked these questions. So I think
10 if they accept the fact and they prove it, why it
11 helps, our professionals have said this,
12 statistically proven that if the public is involved
13 up front, up front, the beginning of the process, not
14 after the process is finished, this is what we're
15 going to do, what do you think, because it's too late
16 then, the public is already insulted. The public is
17 better informed. They are more involved than they
18 have ever been.

19 So I think that one theme is once you
20 accept the fact, concentrate on that, and tell your
21 people, train them, if necessary, as Bruce said, have
22 sessions for them, but they have to accept the fact
23 how important it is for public involvement.

24 To me that's the very beginning of the

25 problem because they don't realize how important it
1 is and it's just a nuisance and they would rather not ²⁶²
2 bother with it.

3 DR. KATE JACKSON: Who's the "they"
4 you're talking about?

5 MS. JACKIE SHELTON: TVA.

6 DR. KATE JACKSON: All TVA employees?

7 MS. JACKIE SHELTON: TVA. I say --
8 Kate, when I say "they TVA," I speak in terms of TVA
9 because it's TVA that has the problem, the perception
10 with the public, that's where the problem stems from.
11 I can't put a name on it. And I wouldn't say you, of
12 course, not.

13 And I don't think -- I do think the
14 effort is there now, I really do. I think they are
15 beginning to realize how important it is that the
16 public be involved because the pressures -- and to go
17 back to your comment, I would love to stop getting
18 the hate mail, we would like for you to stop getting
19 it as well.

20 DR. KATE JACKSON: I don't think I
21 asked to stop getting it. I don't think that will
22 ever happen.

23 MS. JACKIE SHELTON: Well, probably

24 not.

25 DR. KATE JACKSON: And one of the 263
1 things we need to recognize is that any institution
2 that's responsible for balancing some finite
3 resource, whether it's shoreline or endangered
4 species, there's always going to be some group that's
5 unsatisfied or maybe all of them to some amount.

6 So the issue is balancing that. So I
7 want to always get mail that tells me what people are
8 concerned about. So I don't think -- we talked
9 metrics yesterday. I don't think one of the metrics
10 is do I get less mail. Although, I have worked for
11 people who have suggested that's an appropriate
12 method for me.

13 MS. JACKIE SHELTON: Evidently I
14 misunderstood when you said, "I'd like to stop
15 getting hate mail."

16 DR. KATE JACKSON: No. There are
17 people who asked me, "Wouldn't you like to," and my
18 issue is, "No, I need to know what the public is
19 thinking."

20 MS. JACKIE SHELTON: I didn't hear
21 that comment. However, I still maintain the fact
22 that it's the perception of the public doesn't

23 matter, that's what irritates the public because when
24 they come -- for instance, the gentleman yesterday,
25 when he came and made his presentation, we should be
1 responsive to those people who come. We should be ²⁶⁴
2 responsive. I am not saying you can give them what
3 they want. I am saying we need to be responsive to
4 them and let them go away feeling a little better
5 than they did when they came.

6 FACILITATOR DAVE WAHUS: Thank you,
7 Jackie. Staying on question No. 1. Phil.

8 MR. PHIL COMER: Well, I would just
9 like to carry on a little bit what Jackie is saying
10 but answer Kate's question, who are they, and I have
11 a very complimentary answer really, I think,
12 statistically about they.

13 Four years ago or six years ago when I
14 first became involved with TVA on this -- some of
15 these matters, I did not know a single employee of
16 TVA. Today I know 75 employees of TVA really on a
17 first-name basis and have had more than one, you
18 know, interaction, interface, either e-mail or in
19 person with those 75 people.

20 This is a remarkably -- this is a
21 compliment, and I intend it that way, 71 of those

22 people have been absolutely wonderful to deal with,
23 to communicate with, to respond and to interact with.
24 Only four of the 75 would I wish to banish to Mars or
25 some far away place.

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1 I will tell you very quickly a
2 subcomment to that. I was sitting in the hospital
3 waiting room about two years ago and an elderly lady
4 was sitting next to me, elderly lady by my standards
5 was sitting next to me, she said, "Mr. Comer, I bet
6 you just hate everybody in TVA."

7 I said, "No. On the contrary, I feel
8 really good about TVA." And I told her my 75 story
9 and I said, "You know, that's pretty remarkable. The
10 company I was president of, I couldn't be that
11 complimentary of that company." I said, "There's
12 really only four of the people that I've dealt with
13 that I wish were gone."

14 She said, is so and so one of the
15 four? I fainted because it was. And I thought, how
16 does this woman know, and I won't go into how she
17 knew that person, but I was so floored that I said,
18 "Yes, that is one of the four. How do you know
19 them?"

20 She explained and she said,

21 "Furthermore, I agree with you about that one."

22 I think that's a good batting average
23 personally, my own experience in this past six years
24 of working with TVA on the lake level issue for
25 various constituents that I represent, 14 different
1 groups. It's been very good, but the overall 266
2 perception because of the 70 year history going back
3 to poor old Dr. A. E. Morgan who testified this very
4 same way before a senate committee in 1939 has been
5 that TVA really just -- you know, they know best and
6 they don't really give a hoot in hell about what the
7 public thinks, and it's going to take an awful lot of
8 ROS type meetings and so forth to overcome that. But
9 that's who "they" is. It's not a large number
10 numerically or percentage-wise.

11 I can echo what Greer and others have
12 said about Bridgette's presentation, it's a model. I
13 mean, it's a fantastically good program as Bridgette
14 presented it, but it's as the result of that program
15 the decision-makers, and I am not talking about just
16 the three directors, I think we have got three of the
17 best directors TVA ever had in its history, but it's
18 that next level of TVA management and the next level,
19 the top two tiers of professional management who are,

20 generally speaking, have been too insulated and are
21 so self-confident in their own professional
22 qualifications, and they are highly qualified
23 professionally, that they don't really listen to the
24 Joe six-pack, and that image is going to be very
25 difficult to change after 70 years.

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1 FACILITATOR DAVE WAHUS: Paul and then
2 Bruce.

3 DR. PAUL TEAGUE: Joe six-pack wants
4 to speak. Starting four years ago when we started
5 this, I think all of us realized and thought that
6 just what's been said, TVA didn't listen. We have
7 had a tremendous impact, in my opinion, that I would
8 like for us to take credit for. There has been a
9 change. I have seen a personal change in a lot of
10 the people.

11 I have talked personally to two of the
12 commissioners, and they agree with everything that we
13 have had to say about public involvement. They
14 understand and they have committed to me that as long
15 as they were on there they were going to see that it
16 did improve. Even one of them said the same thing
17 that Greer and Phil had to say, that the sub --
18 lower-down management were harder to convince than

19 the higher-up management was.

20 And I use the example in my office.
21 The lowest paid person in the office was the one that
22 saw the patient when they first came in to sign up,
23 and I always told her, "You can run off more patients
24 than I can bring in by your response to these
25 people." And that's the same thing with TVA.

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1 And with Kate and Bridgette and
2 everybody, I think they definitely understand and
3 accept our fact that there has to be more
4 involvement, and that the image was poor, I think
5 everybody accepts that, but I think the people that I
6 have talked to are committed to doing that.

7 I think this council and the one that
8 succeeds this council, should take the attitude as,
9 yes, everybody is convinced that it was wrong but
10 we're committed to change and work forward from today
11 on and take a positive attitude about what we're
12 going to do because I think that they, TVA, are
13 accepting that change.

14 FACILITATOR DAVE WAHUS: Bruce.

15 CHAIRMAN BRUCE SHUPP: Phil's
16 characterization of the middle management, as I
17 alluded to also, is accurate, but it's not because

18 they are bad people.

19 MR. PHIL COMER: No.

20 CHAIRMAN BRUCE SHUPP: It's not just
21 because they are professionally arrogant that they
22 feel they can do it themselves. There's a good
23 reason for some of that hesitation for public
24 participation, particularly from management that's
25 been around for 20 or 30 years because in the past
1 it's been painful, whether you're a government agency ²⁶⁹
2 or a utility, and I mean private utilities too, they
3 can beat up in the public and they have public
4 meetings and it's painful. Staff gets beat up bad
5 and gets insulted and it's been ineffective. They
6 haven't been effective at really getting the answers
7 that they need from the public.

8 And this is a new era of public
9 participation, and I think that's the sales pitch you
10 take up to the management team is the science, so to
11 speak, of public participation has really greatly
12 improved over the last decade or two.

13 You look down the road with what's
14 coming in the future with video conferencing, and now
15 we have teleconferencing, and video conferencing is
16 going to be really right on top of us real soon, and

17 all the techniques that have been developed, many of
18 which we heard yesterday, and I think now is the
19 perfect time to sell up to the executive staff and to
20 the management team that it's time to pursue a
21 training program in public participation to get the
22 staff doing it right so that it isn't painful and
23 it's not ineffective.

24 It can be enjoyable for the staff to
25 deal with their publics, and it can be extremely
1 effective when you bring back good information. I 270
2 think that's the message that we would like to see
3 carried back to management.

4 And I really believe, I mean, I work
5 with every major government agency that deals with
6 resources, and even though TVA has been criticized, I
7 think over the last five years or so TVA is doing as
8 good a job as any of the government agencies, but
9 they can still do better.

10 I mean, the Corps of Engineers, your
11 group is the hardest to deal with. The Forest
12 Service listens but doesn't react because they're
13 timber oriented. You know, we have real trouble
14 getting input into that. So TVA is listening as well
15 as anybody, but it can still do better, much better.

16 I think we were the guinea pigs. The
17 council was the guinea pig for this concept. Why not
18 the resource unit or the environmental unit, whatever
19 you call it, be the guinea pig for the whole
20 corporate cultural change in public participation? I
21 think you can do it. You have certainly got the
22 talent of people and people with the right
23 motivation.

24 FACILITATOR DAVE WAHUS: That was a
25 rhetorical question. I am sure you understand that.
Austin. 271

2 CHAIRMAN BRUCE SHUPP: Well, it's just
3 strengthening the recommendation to set up a training
4 program.

5 FACILITATOR DAVE WAHUS: I understand.
6 Austin. Then anybody else that has anything for No.
7 1 and then we'll go on to question No. 2.

8 MR. AUSTIN CARROLL: I would agree, I
9 think TVA is doing a good job on the resource side as
10 far as public involvement and, you know, I generally
11 agree with that, and I think it's improved as of
12 late.

13 I have to say on the power side of
14 things, and I know this is not about power, but it

15 still is part of TVA's overall image. I think
16 that -- you know, I don't think you can say that
17 about the power side of things, and I think that that
18 still drags the efforts that are being made on the
19 resource side for public involvement, I think it
20 still drags that down.

21 And, you know, a good example of that
22 is the rate change process that TVA goes through.
23 You know, they don't answer to anybody. As far as
24 rates, the board itself determines when it comes to
25 rates. I just don't believe that they involve
1 public, you know, customers to the extent they should ²⁷²
2 and it still gives -- I think it continues to taint
3 TVA's image as far as public involvement and
4 listening to their constituents.

5 FACILITATOR DAVE WAHUS: Thank you,
6 Austin.

7 Any other comments or responses at
8 this time to question No. 1?

9 Then let's go on to question No. 2.
10 What other public involvement techniques should TVA
11 investigate?

12 MR. JIMMY BARNETT: I hate being
13 first. I like what Tom said, you know, this is a

14 very good approach that we heard yesterday from the
15 IAP2. I have -- even when I say that, I think it's a
16 real good approach. Which level do you take? It's
17 according to what you need.

18 I go back to the -- again, I go back
19 to the water quality subcommittee, a group of experts
20 that were collected to do a specific thing, and I
21 think they did it magnificently.

22 Could the general public have done
23 that? No. We, including myself in this particular
24 statement, didn't know enough to do it. So sometimes
25 you have to get the expertise you need to come up
1 with some alternatives that the general public can ²⁷³
2 discuss, which I consider the general public as any
3 RRSC.

4 As the various subcommittees brought
5 information back to them, it was sort of informative.
6 This is what this group is wanting to do and this is
7 why they would like to do it, and then quote, we, as
8 the RRSC, the general public, if you will,
9 representatives, discussed it and massaged it and
10 came out with some things. So sometimes you have to
11 work it like that.

12 You can't always get all of the

13 questions, I guess, from the general public that you
14 need to answer. You need to ask the questions,
15 inform them, and then, you know, they can have more
16 meaningful input, which is the way I think that the
17 subcommittees worked with us.

18 FACILITATOR DAVE WAHUS: Any other
19 responses?

20 CHAIRMAN BRUCE SHUPP: One of the
21 things -- and I am not sure I fully understand this,
22 so help me with it, but one of the things that Vern
23 Herr was trying to tell us yesterday was the -- he
24 told this to B.A.S.S. and ESPN, so I have heard it
25 before, but when you have names and e-mail addresses
1 you have an unbelievably cheap and powerful tool ²⁷⁴
2 which you can get continuous feedback from groups of
3 people.

4 In other words, instead of having a
5 focus group that you call people in, you can poll
6 them on a continuous basis. So I would think that
7 one of the recommendations would be to -- you know,
8 training is the one I harped on before, and then to
9 use the new techniques and the new electronic
10 capabilities, like the e-mail, the video conferences,
11 the computer-assisted meetings, those are the

12 specific tools that would -- that make feedback so
13 much easier and better.

14 Like I say, I don't really understand
15 exactly how each issue would have to be thought out
16 and how to best use that e-mail capability, but
17 certainly with all of the names that TVA has it could
18 randomly select groups to poll.

19 FACILITATOR DAVE WAHUS: Lee.

20 MR. LEE BAKER: One of the ideas I
21 heard yesterday that intrigued me was the idea of
22 setting up in a mall a display. I know I have seen
23 TVA's setup at exhibits -- waterworks exhibits and --
24 but I don't know that I have ever seen it at a mall.
25 And we have -- we don't have a mall in our town. If
1 you're going to do it at our town, you will do it at ²⁷⁵
2 Wal-Mart, but I am a bit curious how that might work
3 and I think it might be worth looking into. Even for
4 our own efforts locally, maybe it's something we
5 ought to look at also. Then maybe a distributor in
6 conjunction with TVA. Another thought I had,
7 certainly not at the exclusion of any interest or
8 anybody's cause.

9 I do think distributors, distributor
10 managers, such as you have represented here, are

11 important because we do represent the people who live
12 on the lakes, but we also represent a lot of other
13 people that you will never get involved, you know,
14 the people that just don't -- won't do your survey,
15 won't stop at your booth, don't have e-mail, we serve
16 them all.

17 I think I -- I think I speak for most
18 of the managers. All the managers I know have a keen
19 interest in making sure they represent those people
20 that don't speak and don't have a voice and that they
21 are very conscious of their needs, as well as those
22 of the special interest groups which you won't have
23 any problem hearing, they will speak up.

24 MR. PAUL TEAGUE: I just encore what
25 Lee said. I think that's an excellent idea to think
1 about. In the metropolitan area you can go to the ²⁷⁶
2 malls. In small towns, Wal-Mart. If you want to see
3 anybody, you go to Wal-Mart five days in a row in
4 these small towns and you will see everybody in the
5 county. And I think you really would get reception
6 at that, I really do.

7 FACILITATOR DAVE WAHUS: Vern
8 indicated that when they went to malls, and LaVerne,
9 that they were there for two weeks. So they had a

10 broad period of time.

11 MR. TOM VORHOLT: Another comment that
12 I would like to make is that TVA's website could be
13 more user-friendly for soliciting public involvement
14 and feedback.

15 If you look at -- No. 1, TVA is a big
16 organization. You go to the website, it's hard to
17 know how to navigate. It's hard to know what the
18 organization looks like. Maybe some organization
19 charts or structures, but also if you look at the
20 headers it will say, lake level info, news release,
21 but there's not one, I don't believe, that says,
22 contact us. I am not trying to solicit more mail for
23 you, Kate.

24 DR. KATE JACKSON: There must be a way
25 to do it because I get it from the website.

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1 MR. TOM VORHOLT: They find you
2 somehow, but I know when I go to the TVA home page,
3 you know, it's just -- I don't believe there's a site
4 map either that I recall either, maybe there is, but
5 it's -- you go to the home page and it's really hard
6 to know how to navigate through there to get to the
7 information that you want or, you know, like I said,
8 there could be a header along with the others up

9 there that says, "Contact us," or something. I mean,
10 I just think the website could be more user-friendly
11 on soliciting public involvement and feedback from
12 the public in general.

13 FACILITATOR DAVE WAHUS: Any other
14 responses to question No. 2? What other public
15 involvement techniques should TVA investigate?

16 MS. BRIDGETTE ELLIS: I just have a
17 question. Does TVA have a toll-free number that
18 people can call and leave comments?

19 DR. KATE JACKSON: Yes.

20 MR. AUSTIN CARROLL: Kate's home
21 number.

22 MR. PAUL TEAGUE: In 30 minutes you
23 can talk to a person.

24 DR. KATE JACKSON: I don't think you
25 can get to a person from there.

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1 FACILITATOR DAVE WAHUS: Bruce.

2 CHAIRMAN BRUCE SHUPP: One other
3 technique that we talked about yesterday, and it
4 isn't specific to getting input, but it's helping to
5 get your input is when you have a program that
6 affects communities, affects counties, affects
7 whatever, to put a team out to talk to the elected

8 officials and the Chambers of Commerce, someone
9 mentioned that yesterday, prior to your attempt to
10 get that information. I think that's critical.

11 If you have those mayors and county
12 officials informed ahead of time before you start
13 your effort, the newspaper, the media saying, here's
14 what we're trying to achieve when we come into your
15 community with these public meetings or when we put
16 these questionnaires out or when we put our questions
17 on the Internet, or when we visit your malls here's
18 what we're trying to achieve and we need your help to
19 stimulate feedback, and that gives you the
20 credibility with those groups to start with and it
21 lets them know what you're doing and gets their
22 views, you hope, and it also would make you
23 responsible for the follow-up to say, here's what we
24 learned from your people.

25 So I think that approach to community
1 continuity to getting people working together I think ²⁷⁹
2 would be important. I don't know how to put that in
3 one word.

4 FACILITATOR DAVE WAHUS: We got it.
5 Anything else? Jimmy.

6 MR. JIMMY BARNETT: Along --

7 DR. KATE JACKSON: Wait. Wait.

8 Sorry. One second.

9 Would you also include in that that
10 closed-loop communication at the end of that saying,
11 here's what we learned, because we do attempt to do
12 what you said. Now perhaps we could do a better job
13 of it, but I don't think we are as conscientious as
14 we could be of, here's what we learned from that.

15 MR. JIMMY BARNETT: Along that same
16 particular line, that's what I was going to address.
17 One of the best things that we found to do back at
18 home in my company is call as many people as we can.
19 We're looking at automating it, and people don't like
20 automated calls either, I know that, either incoming
21 or outgoing, but we can't call 18, 19,000 customers
22 after something happened, but we can call at least a
23 good number of them and we try to do that.

24 When an outage is over we call and ask
25 a lot of different people, you know, are your lights
1 back on. You can hear the surprise in their voice. 280

2 Gosh, thanks, I didn't know you cared enough to call
3 back, is what they are saying.

4 I have had them call me, "Thank you
5 for doing that." And I wish I could do it for

6 everybody, and you can get automated programs to do
7 it, but then I get fussed at because it's an
8 automatic program.

9 DR. KATE JACKSON: Do you call the
10 people that called you or do you call randomly to the
11 area that had an outage?

12 MR. JIMMY BARNETT: We call some of
13 the people that called us. That's important. They
14 thought enough to call us, so we want to be as
15 courteous as we can to call them back. But we will
16 call two or 300 people, but I just don't have enough
17 people to call 18,000. They wouldn't let me have
18 enough rate increase to hire that many telephone
19 people.

20 MR. LEE BAKER: Talk to me afterwards,
21 I will explain to you how to automate that, and it's
22 not that expensive.

23 MR. JIMMY BARNETT: I'll love you if
24 you will.

25 CHAIRMAN BRUCE SHUPP: Bring that up
1 at the Alabama Co-op meetings, will you, Jimmy, so 281
2 that they all do that. That's a good program.

3 DR. PAUL TEAGUE: Those people he
4 called, if they got a good response, they in turn

5 told ten other people.

6 MR. GREER TIDWELL: If they got a good
7 response, they told one person. And if they got a
8 bad response, they told 50 other people.

9 FACILITATOR DAVE WAHUS: Any other
10 responses to question No. 2? Okay. We will come
11 back to it if you have any second thoughts.

12 Let's go on to question No. 3. What
13 are your suggestions for improving TVA's approach to
14 public involvement?

15 And there was -- earlier on in the
16 discussion someone said that we -- TVA needs to
17 establish a good training program on public
18 participation. We discussed it under question No. 1,
19 but I took it upon myself to suggest to Laura that we
20 put it down here. If you agree, we will leave it.
21 If you disagree, we will put it back up here.

22 I am seeing nodding of the heads to
23 leave it here. TVA needs to establish a good
24 training program on public participation.

25 Objectives: Inform the staff of the importance of
1 public input, respect public opinions and time. I 282
2 believe Bruce is the one who made that comment.

3 Lee.

4 MR. LEE BAKER: I have a comment, and
5 I don't know if it should go to 1 or 3. Yesterday I
6 detected at least three different occasions where the
7 term engineer was used with a bit of derogatory slant
8 to it, and I feel compelled to speak to that -- those
9 comments. And also, maybe it's an opportunity for
10 suggestion.

11 You know, I have been in the business
12 a long time. I know I don't look that old, but since
13 '71, and I can tell you from an operation standpoint
14 that certainly in power, and I suspect that it exists
15 in other aspects of this industry, there are crisis.
16 There are things that happen that demand immediate
17 action.

18 And as an engineer and as a person who
19 has operated a distribution system and a transmission
20 system, when something happens and the lights are
21 out, you can't -- you don't have the time to involve
22 the public to ask them who they think you ought to
23 get back on first. And I can tell you what their
24 answer is because they will be telling you that when
25 they call you. And these other managers know exactly
1 what I am talking about. 283

2 But there may be an opportunity there

3 for people in that side of our business. While you
4 can't do it when the fire's blazing, maybe you should
5 look for opportunities to involve the public in
6 understanding how those crisis work when all hell
7 breaks loose and everybody is going nuts, and that
8 happens.

9 You know, how many times I have seen
10 that? I can't even count the number of times.
11 Everybody is going nuts, including your mayor and
12 including your higher-ups, they are all going
13 ballastic because something bad has happened.

14 Somebody has got to have the stamina
15 and the courage to stand there and look in some cases
16 death, look death in the face, look at hospitals
17 without power and they are telling you they've got
18 people on the operating table that are going to die,
19 you don't have time to involve the public then. You
20 have got to react, and that's what a lot of your
21 engineers and operating people are accustomed to.
22 That's what we came up under, operating under the
23 gun, and you don't have time to solicit everybody's
24 opinion, many of who don't understand what you're
25 doing anyway, and you don't have time to explain it
1 to them.

2 The automation of the calls coming in
3 is a key element because everybody wants to tell you
4 why their lights are out and why you're doing such a
5 poor job, and that's not the time you need to talk
6 about that. You can't talk about it.

7 So in my defense of us engineers, I
8 will also say, yeah, maybe we need to look for
9 opportunities to have public involvement relative to
10 our crisis, not during the crisis, to let them
11 understand and know how we operate during crisis,
12 when floods are coming, when you have got 6 inches of
13 rain falling in one segment.

14 So maybe there is an opportunity to --
15 for those of us who operate and try to solve crisis
16 to solicit that input, but it's not at the time it's
17 happening, that's not the time. You can't do it
18 then.

19 FACILITATOR DAVE WAHUS: Do you do any
20 contingency planning? In the event of this
21 situation, we're going to do?

22 MR. LEE BAKER: Yes.

23 FACILITATOR DAVE WAHUS: Would that be
24 a time to inform the public so you have some before
25 and then after, as you have suggested?

1 MR. LEE BAKER: Yeah. And that's
2 exactly what I am saying. We probably haven't done a
3 good enough job, and I would include myself in that,
4 to try to pull the public in and say, let us explain
5 to you how we react and let us get your input as to
6 how you think we ought to react, of course, when all
7 hell breaks loose.

8 FACILITATOR DAVE WAHUS: So you have
9 opportunity before and after a crisis situation.

10 MR. LEE BAKER: Right.

11 FACILITATOR DAVE WAHUS: But to
12 summarize what you said, during the crisis situation
13 it's not always appropriate to stop and ask the
14 general public what the heck should we do.

15 MR. LEE BAKER: And that's the reason
16 we probably get a bad rap, engineers. I have heard
17 that all my life, and I disagree with it, but I have
18 heard it all my life.

19 FACILITATOR DAVE WAHUS: Greer.

20 MR. GREER TIDWELL: Nobody defends
21 engineers any more strongly than I do. I agree with
22 you, Lee. When I was going through engineering
23 school, I still remember Dr. Bustamante.

24 MR. LEE BAKER: That's why you defend

25 them.

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1 MR. GREER TIDWELL: Also, I remember
2 my dad telling me I could go to college and do
3 anything and study anything that I wanted but he
4 would help pay for an engineering degree. That was
5 the only degree he would help pay for. So it helped
6 me get focused a little bit.

7 I remember Dr. Bustamante introducing
8 the idea to the engineering students that the
9 politics and the public should be engineered into the
10 project and that that's where you make generally, as
11 an engineer, the biggest mistake in terms of how you
12 engineer the project and project implementation. So
13 I think at least 25 years ago or 20 years ago
14 engineers are starting to come through school with
15 more focus on that and are hitting the ground running
16 with it a little bit better.

17 I would suggest a specific answer --
18 one of the specific answers to improving TVA's
19 approach is to use some of the tools we have just
20 talked about for public involvement internally. Get
21 the engineers in the organization -- if there really
22 is a cultural decision to do better at public
23 involvement, get the engineers to help engineer how

24 to do that, and you will get better answers than you
25 will from mere sociologists or whatever the other
1 professionals are. 287

2 MS. JACKIE SHELTON: You're not
3 prejudice, are you?

4 MR. GREER TIDWELL: So that's one of
5 my list -- one of my recommendations on suggestions
6 is to involve the engineers in the process of
7 designing the process for getting better public
8 information. And if that comes as a directive from
9 on top and you have sufficient meetings and rooms and
10 board members there to listen to how the engineers
11 think it ought to be done, you will get a better
12 project.

13 CHAIRMAN BRUCE SHUPP: Just for the
14 record, so Lee doesn't go home feeling bad, I talked
15 yesterday about the 30, 35 years of evolution of
16 natural resource controls, management improvements,
17 and the engineers got the bad rap because they
18 happened to be the people that were resisting those
19 changes as they came, that's all.

20 I mean, as the air quality and water
21 quality improvement changes came, the need to change
22 habitat and make new habitat, it was always an

23 engineer who was the obstruction to that change, and
24 that's how they got the bad rap. They deserved it
25 most of the time.

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1 MR. LEE BAKER: I am not sure I agree
2 with you, but I accept your comment.

3 FACILITATOR DAVE WAHUS: Michele.

4 MS. MICHELE MYERS: I think my two
5 comments, if you use this IAP2 approach to get them,
6 but I want to go ahead -- build trust with the
7 public, I think that was discussed yesterday and I
8 think that's a major problem TVA has. And I think
9 when the process is long, like the ROS study, follow
10 up with the participants when you have a long process
11 so they don't think that they have been forgotten.

12 FACILITATOR DAVE WAHUS: Other
13 comments?

14 MR. GREER TIDWELL: I think building
15 up on Michele's, I mean, I am just taking this like a
16 management process of what we need to do, picking up
17 on what Michelle said, if you strengthen your
18 relationships and your partnerships with an ongoing
19 commitment to those relationships, then you save time
20 on the specific -- and resources on the specific
21 projects.

22 So what I am suggesting is to improve
23 TVA's approach to public involvement, if that's
24 focused on a specific project, the way to make that
25 go as smoothly and quickly as possible is to already
1 have the relationships built. I think that's what
2 Michele was saying about building trust.

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3 MR. PHIL COMER: LaVerne said that
4 yesterday.

5 MR. GREER TIDWELL: Exactly, LaVerne
6 emphasized that yesterday. I think that's one of the
7 messages that helps you get the engineers on board
8 with the long-term investment for relationships is
9 that it makes their project go faster and smoother.

10 FACILITATOR DAVE WAHUS: Are you
11 talking about the benefits -- the benefits of using
12 public involvement and having those relationships and
13 long-term relationships are greater than the costs of
14 not doing it?

15 MR. GREER TIDWELL: I can't decide
16 that for TVA. I have five experts up there telling
17 me that's the case, but I don't know it.

18 FACILITATOR DAVE WAHUS: But you start
19 balancing the costs and benefits, you're talking time
20 and dollars.

21 MR. GREER TIDWELL: Right.

22 FACILITATOR DAVE WAHUS: Jimmy or

23 Greer, did you --

24 MR. GREER TIDWELL: Get it from other
25 people.

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1 FACILITATOR DAVE WAHUS: Jimmy.

2 MR. JIMMY BARNETT: Okay. I feel
3 somewhat of a hypocrite trying to tell TVA how to do
4 something that I don't do a real good job of either.
5 So anything that comes out of this -- what I am
6 looking for somebody to lead the way maybe perhaps
7 that I can follow. Lee has offered a suggestion, and
8 I'm going to talk to him about his particular thing.

9 I've done something and we did it
10 because we thought it was a good thing, and it turned
11 out to be so good that I would like to do it further,
12 but I have got to have money and the political will
13 to allow me to get it done.

14 The same thing with public
15 involvement, you know, we have very, very, very few
16 people that ever come to any one of our board
17 meetings. Now, I know TVA has a lot of people that
18 come to their board meetings. I have gone and I have
19 heard some of the public make some comments that I

20 wondered where they were from, you know, Mars or
21 somewhere like that, and I have heard some very good
22 comments from some of the public which were made and
23 very rightfully so and very succinct and to the point
24 and addressed the problem or a problem.

25 I get mine during times of crisis. I
1 get mine right after that point in time. I get mine ²⁹¹
2 from barbeques they have for me. When I am talking
3 about rate increases and they have this public
4 hearing, it's called, Barbeque Barnett Night, and I
5 felt well roasted afterwards, thank you, but I did
6 have one preacher -- lady preacher that come up and
7 put her arm around me and said she admired that I
8 didn't clobber somebody, and I appreciated her
9 comment because I sure wanted to.

10 Trying to deal with the public with my
11 board is a very hard thing to do. They don't want --
12 let me rephrase that. They are not used to having a
13 lot of public input. And sometimes when they do get
14 somebody to come to a board meeting, which is very
15 rare, they tend to make a huge monumental thing out
16 of it when it's really not and do some things that I
17 wish they wouldn't do because it sets a precedent.

18 So I would like to -- I guess what I

19 am saying in all of this is when I make comments,
20 Kate, I have got a problem because I am not doing
21 what I think I ought to be doing back at home. Maybe
22 I am not persuasive enough to get the powers at be to
23 allow me to do these things, and I don't know a lot
24 of them because I haven't done them in order to say,
25 hey, I did this and this works, so I think you ought
1 to try it too. So I am a little hesitant to make too ²⁹²
2 many wise comments because I don't got many.

3 MR. PHIL COMER: I didn't know the
4 public was allowed to come to Co-op board meetings.

5 MR. JIMMY BARNETT: We're not a Co-op.
6 We're a municipal, and I'll guarantee you anybody can
7 come to our meeting.

8 MR. PHIL COMER: Are they allowed to
9 come to Co-ops?

10 MR. KARL DUDLEY: No.

11 MR. PHIL COMER: That's what I
12 thought. The meetings are not even announced, not
13 even announced in the newspaper.

14 MR. KARL DUDLEY: We're a private
15 corporation. We do have visitors from time to time,
16 but it's at a special request.

17 MR. PHIL COMER: I asked one time to

18 attend a meeting of our Co-op. Instead, the general
19 manager, Bill Underwood, took me to have lunch with
20 Lee Baker and introduced me to him. He said, "Why
21 don't you talk to him about it?" That's how I met
22 Lee.

23 FACILITATOR DAVE WAHUS: Greer, you
24 have the floor.

25 MR. GREER TIDWELL: Two other items. 293
1 One is the project budgeting process and forms. We
2 need to consider including PR aspects in the project
3 approval forms and information to go through, project
4 budgeting process and forms -- need to address PR --

5 FACILITATOR DAVE WAHUS: And forms or
6 in forms?

7 MR. GREER TIDWELL: And forms. I am
8 assuming TVA works a little bit like a tire company,
9 that if some engineer comes with a project somewhere,
10 they have got to go through filling out a form about
11 why the project needs to be done, and that goes up
12 through the ladders and gets approved or not.

13 FACILITATOR DAVE WAHUS: So are you
14 saying -- help me understand. Are you saying that
15 the public involvement or public relations process
16 needs to be an integral part of planning? When they

17 sit down and do the planning they need to plan for
18 that initially rather than do it as an after-the-fact
19 type of thing?

20 MR. GREER TIDWELL: Yes. And this is,
21 I think, one of the ways to integrate that into the
22 program.

23 FACILITATOR DAVE WAHUS: Okay.

24 MR. GREER TIDWELL: Even if 90 percent
25 of the projects don't need any public involvement
1 funding at all or process at all, getting that on the ²⁹⁴
2 form puts it up front with all the engineers for all
3 the projects that that's part of what they need to
4 think about.

5 FACILITATOR DAVE WAHUS: So they need
6 to at least ask the question.

7 MR. GREER TIDWELL: At least needs to
8 ask the question.

9 FACILITATOR DAVE WAHUS: Okay. You
10 said you had two.

11 MR. GREER TIDWELL: Yeah.

12 MR. PHIL COMER: He's got 22.

13 MR. GREER TIDWELL: No, I don't. I'm
14 just checking them off. Other people have mentioned
15 them.

16 The public relations and
17 responsiveness should become part of the career
18 performance measurement. I shouldn't say, should
19 become. I should say, it needs to be. It may
20 already be, I don't know, but needs to be.

21 CHAIRMAN BRUCE SHUPP: Where
22 applicable, not for everybody.

23 MR. GREER TIDWELL: Everybody. I
24 think what Paul said about, you know, the hierarchy
25 of people in his doctor's office is exactly right,
1 that the lowest paid person in there had the biggest ²⁹⁵
2 impact on being able to run customers away.

3 CHAIRMAN BRUCE SHUPP: Well, I am just
4 thinking if you had five performance standard for an
5 evaluation, would that be one of those standards?

6 MR. GREER TIDWELL: I am not
7 suggesting that's the only thing.

8 CHAIRMAN BRUCE SHUPP: Would it rank
9 that high?

10 MR. GREER TIDWELL: What's that?

11 CHAIRMAN BRUCE SHUPP: If you had
12 five -- you know, looking at the way a lot of people
13 do evaluations, there's five standards on there that
14 you evaluate people against. Are you saying that

15 should be one of those? For management people,
16 technical people that should be one of those? I
17 mean, there's a lot of people that it wouldn't, lab
18 people.

19 MR. GREER TIDWELL: Yeah, maybe it
20 doesn't need to be everybody. I was thinking of
21 folks in this room frankly, but just leave it like
22 that. I am sure they are not going to require the
23 lab technician to get PR training.

24 CHAIRMAN BRUCE SHUPP: Until he
25 becomes a manager, then we want him trained
1 instantly, right?

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2 MR. GREER TIDWELL: That's the
3 problem, we want them trained instantly when they get
4 there. That's part of why I'm really thinking if
5 it's a cultural change it needs to go throughout the
6 organization.

7 CHAIRMAN BRUCE SHUPP: I think the
8 cultural change is the key. If that culture changes,
9 then attitude changes.

10 MR. GREER TIDWELL: They need some
11 specific tools to make the change.

12 FACILITATOR DAVE WAHUS: Did we
13 accurately capture your comments at the bottom? Can

14 you see that, Greer? Public relations and
15 responsiveness need to be part of the career
16 performance process to support cultural change.

17 MR. GREER TIDWELL: Comma and to fire
18 the people -- the four out of 75 that Phil talked
19 about. Actually, let's go ahead and make that -- and
20 to support disciplinary action when appropriate. If
21 you have to wait for somebody to steal something from
22 the organization, you can never improve the
23 organization.

24 FACILITATOR DAVE WAHUS: Did you have
25 any others? Okay. Jimmy.

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1 MR. JIMMY BARNETT: I'm sorry.

2 FACILITATOR DAVE WAHUS: Paul.

3 MR. PAUL TEAGUE: In conjunction with
4 this, there's another thing that I have always used
5 in my relationship working with people, that's to
6 tell your employer's that you're working for that
7 customer, that customer is not working for you. And
8 if you can get that to filter down, just conscious of
9 the fact that, hey, that's who we work for, that's
10 who pays our salaries, I think it helps out.

11 FACILITATOR DAVE WAHUS: Other
12 comments? Well, Laura, would you --

13 MR. GREER TIDWELL: I have got one
14 more. It's a little different. It's to establish a
15 non-natural resources leader of the cultural change
16 regarding transparency or public involvement,
17 whatever word you want to use, but I think to look at
18 Kate's group and Bridgette and the folks who are
19 involved in natural resources and say that they need
20 to lead this cultural change is setting the
21 organization up for a non-integration of the cultural
22 change.

23 The non-natural resource folks will
24 put it over there in the corner and say that they
25 will take care of that, I don't have to worry about
1 that, that's not my job, they will take care of that. 298
2 So in terms of implementing a cultural change,
3 establishing a non-natural resource -- establishing
4 people outside of natural resources who could be
5 leaders in that cultural change is important.

6 FACILITATOR DAVE WAHUS: Austin.

7 MR. AUSTIN CARROLL: My comment ties
8 into what Greer says. And I think unless you, you
9 know, employ these same kind of suggestions,
10 techniques, or whatever on the power side of the
11 house, then it's a little bit like the tail wagging

12 the dog. And, you know, I think these suggestions
13 should apply to the power side of things.

14 About 90 percent of what you see in
15 the media has -- regarding TVA has to do with, you
16 know, the power side of the house. And if you get
17 the impression by -- you get the impression through
18 that media that -- you know, that TVA is not involved
19 in the public and they are not listening, then
20 it's -- then when they try to come over here on the
21 resource side and try to obtain public involvement,
22 then, you know, it's almost like they are talking out
23 of both sides of their mouth and people give them
24 little credence as far as doing it. So I think the
25 power side of the house needs to buy into the same
1 kind of methods and these suggestions. 299

2 FACILITATOR DAVE WAHUS: And I am
3 seeing some heads nodding in agreement to what you
4 said.

5 Other comments?

6 Well, let's go back and review for
7 just a moment.

8 Laura, would you go up to the top?

9 In response to, "What are your
10 comments on TVA's approach to public involvement,"

11 and if we didn't capture your thought correctly, as I
12 go through these, stop me and let's fix the thought
13 so that we can capture it accurately. If you have
14 additional thoughts to add, we will certainly do
15 that.

16 "What are your comments on TVA's
17 approach to public involvement?"

18 A) The ROS methods with comment
19 stations and no microphone were very effective. ROS
20 is a good model, but this approach needs to reach
21 higher levels at TVA.

22 B) Water quality subcommittee of RRSC
23 was a useful and informative process. That's the
24 process that was during the first term of the
25 council.

1 Input from general public is difficult
2 to obtain, public officials, (Mayors, Chambers of
3 Commerce) need to understand the importance to be
4 involved, but it's difficult to get them involved.

5 MR. JIMMY BARNETT: Dave, that
6 probably needs to go somewhere else rather than in
7 the first question.

8 FACILITATOR DAVE WAHUS: Probably B or
9 C?

10 MR. JIMMY BARNETT: Point C probably
11 needs to go somewhere else.

12 FACILITATOR DAVE WAHUS: Do you need
13 it to go under 2 or 3?

14 MR. JIMMY BARNETT: No. 2.

15 FACILITATOR DAVE WAHUS: Okay. Would
16 you move that to No. 2, please?

17 Aren't computers great? Prior to that
18 we would have been flipping charts and looking right
19 up on the wall and it would have been terrible.
20 Okay.

21 TVA's attitude and approach toward
22 public involvement are good based on TVA's
23 presentation to RRSC.

24 TVA's leadership's attitude and
25 approach to public involvement needs to be improved
1 to initiate a cultural change in the agency's
2 objective. Address questions about whether TVA
3 really listens. 301

4 MR. GREER TIDWELL: Wait a minute. I
5 don't know if they need to be improved or not. Need
6 to be communicated.

7 MR. PHIL COMER: I think they need to
8 be improved. I would like to leave the word improved

9 in there.

10 MR. JIMMY BARNETT: Shouldn't that be
11 down in No. 2?

12 CHAIRMAN BRUCE SHUPP: If it doesn't
13 have to be improved, Greer, we would have just said
14 in No. 1 it's perfect and we wouldn't have answered 2
15 or 3.

16 MR. GREER TIDWELL: Well, you know,
17 that's -- I just see C and D being a little bit
18 different. I'm suggesting to go back up to TVA's
19 attitude and approach -- I am not sure that's really
20 TVA's attitude and approach that I saw in Bridgette's
21 presentation so much as the natural resource group's
22 attitude and approach.

23 To kind if follow up on what Austin
24 was saying, I just don't know that there was anything
25 in what I heard yesterday that convinced me that's
1 truly TVA's attitude and approach. It's a well 302
2 thought out presentation on what the natural resource
3 group's approach is.

4 CHAIRMAN BRUCE SHUPP: But that's our
5 only jurisdiction for our advice at this point,
6 right?

7 MR. GREER TIDWELL: I'm sorry.

8 CHAIRMAN BRUCE SHUPP: It's our
9 jurisdiction. I mean, that's what -- where we work.
10 We are not giving advice, other than the fact that
11 Austin suggested that the power section should follow
12 this, but our comments are to that resource section.
13 That is our world of TVA.

14 MR. TOM VORHOLT: We also have
15 captured in G that these changes and approaches
16 should be -- I can't read those. Somehow it says it
17 should be communicated to other parts of the agency.
18 If you go down and read G, it's not up there, but if
19 you scrolled up a little bit you would see that --
20 there we go. Changes and approaches to public
21 involvement should be applied across the agency.

22 MR. JIMMY BARNETT: Dave, from D down.

23 FACILITATOR DAVE WAHUS: Which item
24 are you looking at?

25 MR. JIMMY BARNETT: I'm looking at D
1 and all the way down. I don't see beyond H up there 303
2 and don't remember what was there. Most of that
3 should really be under questions 2 or 3. I see A, B,
4 and C pertaining really to question 1, if you go back
5 to the question, and the rest of them are really
6 under the other two questions. I say rest of them.

7 What's I?

8 FACILITATOR DAVE WAHUS: D, E, F, G, H
9 and I should be under question No. 2 or 3. Is that
10 what you're saying?

11 MR. JIMMY BARNETT: I'm not sure about
12 I. I haven't read it.

13 FACILITATOR DAVE WAHUS: I says, ROS
14 had public participation embedded in the process from
15 the beginning to ID, develop, et cetera, alternatives
16 in the spirit of the IAP2 principles, this spectrum
17 approach works well because expectations were set
18 from the beginning.

19 MR. JIMMY BARNETT: That really
20 answers question 1, you know, comments of the process
21 that TVA did use. So I guess I would leave I in No.
22 1 and take rest of them and put them --

23 FACILITATOR DAVE WAHUS: Can we
24 address them one at a time so I don't get confused?

25 MR. JIMMY BARNETT: Sure.

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1 FACILITATOR DAVE WAHUS: And if you
2 want to move them, we will be happy to move them if
3 the Council wants to move them. You're working with
4 a little bit slower mind here with me and I need to
5 be a little bit more -- so with B, the attitude and

6 approach to public involvement needs to be improved
7 and communicated throughout the agency, you're saying
8 that needs to move to item No. 3?

9 MR. JIMMY BARNETT: No. 3.

10 FACILITATOR DAVE WAHUS: Is there
11 agreement, Council?

12 CHAIRMAN BRUCE SHUPP: Yes, that's an
13 approach.

14 FACILITATOR DAVE WAHUS: Okay. Let's
15 move that to No. 3, please.

16 CHAIRMAN BRUCE SHUPP: The three key
17 words are comments for one, techniques for two, and
18 approaches for three.

19 FACILITATOR DAVE WAHUS: The new D,
20 TVA should accept importance of and realize the
21 benefits of public involvement, objective be
22 responsive to the public.

23 CHAIRMAN BRUCE SHUPP: Is that
24 redundant with other ones?

25 FACILITATOR DAVE WAHUS: No. 1, 305
1 whoever made the suggestion, is that what you wanted
2 to say? And then two, is it appropriate here or do
3 we need to move it?

4 MS. JACKIE SHELTON: I made the

5 suggestion, and I think it should be moved. I think
6 it is almost redundant, other than the fact, the
7 benefits that TVA would receive, as well as the
8 public, because I think with -- we have quoted
9 LaVerne so many times, I think that was one of her
10 comments, that it actually benefits TVA as well as
11 the public. So it is a redundancy that you probably
12 could compile.

13 FACILITATOR DAVE WAHUS: We can if we
14 move them all together and then if we need to compile
15 we can do that, but let's do some sorting here as we
16 go through one step at a time.

17 CHAIRMAN BRUCE SHUPP: That's a 3,
18 Dave.

19 FACILITATOR DAVE WAHUS: Okay.
20 Relationship building -- we have a new D again.
21 Relationship building, one-on-one is beneficial to
22 public involvement process. Did we capture your
23 thoughts accurately? Does it stay here or move?

24 CHAIRMAN BRUCE SHUPP: That's a
25 comment, isn't it?

1 FACILITATOR DAVE WAHUS: Okay. Let's
2 leave it.

3 CHAIRMAN BRUCE SHUPP: Yep.

4 FACILITATOR DAVE WAHUS: E, rate
5 change process should be more like the ROS process.
6 Changes in approach to public involvement should be
7 applied across the agency affecting the agency's
8 image. That's similar to ones we have put in 3, is
9 it not? Well, let's just remember that for a moment
10 and see if the next one needs to be changed.

11 TVA should look into the International
12 Association of Public Participation.

13 CHAIRMAN BRUCE SHUPP: No. 3.

14 FACILITATOR DAVE WAHUS: That should
15 be 3.

16 ROS has public participation embedded
17 into the process from the beginning to ID, develop,
18 et cetera, alternatives in the spirit of the IAP2
19 principles. This spectrum approach works well
20 because expectations were set from the beginning.
21 It's probably appropriate here, right?

22 CHAIRMAN BRUCE SHUPP: It's a comment.
23 So let's take E and F and move them to 3. Okay. We
24 will reletter them later. We're back to F.

25 The ROS public review group meetings
1 were effective as well as second round of ROS
2 meetings. However, RRSC recommendations for public

3 involvement and oversight committee of the ROS were
4 not fully met because the process needed
5 information -- needed -- preceded formation of the
6 PRG. TVA did take the advice of the council on this
7 process.

8 It's appropriate in this section. Do
9 you agree?

10 G) TVA and other federal agencies
11 have not traditionally listened to the public
12 effectively.

13 Did that capture your thought?

14 DR. KATE JACKSON: It was his.

15 FACILITATOR DAVE WAHUS: And I think
16 it needs to be -- do you agree it needs to stay here?

17 TVA has managed their attitude and
18 approach towards public involvement -- I'm sorry.
19 TVA has changed their attitude and approach towards
20 public involvement. The second level of management
21 still needs to be informed and involved of the
22 approach and shift in attitude.

23 Did we capture your thought? I am not
24 hearing any opposition. I see a few heads nod.

25 And two, is it appropriate here or

1 under No. 3?

2 MR. GREER TIDWELL: I am not sure that
3 I heard people are really convinced that TVA has
4 changed their attitude and approach, but maybe
5 everybody --

6 FACILITATOR DAVE WAHUS: Is it TVA or
7 is it the natural resources as Kate said, the folks
8 that work for Kate that have changed their attitudes?

9 MR. GREER TIDWELL: I think it's
10 certainly shown that they can implement an excellent
11 approach towards public involvement.

12 DR. PAUL TEAGUE: Well, that's a
13 change. That's marked improvement.

14 MR. GREER TIDWELL: Okay.

15 MR. JIMMY BARNETT: Maybe we should
16 say, some portions of TVA have changed.

17 FACILITATOR DAVE WAHUS: Okay. We can
18 say that, some portions of TVA.

19 MR. TOM VORHOLT: Well, I think one of
20 Board of Directors who interacted with this council
21 quite a bit in the last couple of years certainly has
22 the mindset and is open to public participation, but
23 as we talked about several times -- and it's got to
24 be a top-down process, it can't be a bottom-up
25 process, but at least one of the three board members,

1 I think, is open to this and is on board with this
2 but it just has to be permeated and transmitted
3 across the agency.

4 I really agree with Austin's comment,
5 particularly on the power side. I mean, that was a
6 debacle.

7 FACILITATOR DAVE WAHUS: Okay. Paul.

8 MR. PAUL TEAGUE: Two of the board
9 members, that's all there were when we were in
10 session last time, two of them committed to us, many
11 personally, and to the group that they were committed
12 to seeing this type change. And I think the feeling
13 is that Kate, Bridgette, and everybody else has shown
14 that they all agree. So I think it's just no doubt
15 that it's a change of focus.

16 FACILITATOR DAVE WAHUS: Okay. Do we
17 leave M here or do we put it down under No. 3?

18 MR. PAUL TEAGUE: I don't care where
19 you put it as long as it's there.

20 FACILITATOR DAVE WAHUS: These are
21 your recommendations. You need to do what you want
22 to do.

23 DR. KATE JACKSON: This one will
24 require more interpretation from me to be able to

25 communicate this to others in TVA. So if there's any
1 more specificity you choose to put into this one to 310
2 help that interpretation so I am not doing it, feel
3 free.

4 I mean, you have been very specific
5 that the board has changed its attitude, that
6 portions, at least of the natural resource side of
7 TVA, has changed its attitude, but there may be other
8 leadership at TVA or other sections of TVA that
9 haven't. If you want to be clear about that, please
10 be clear about it.

11 MR. JIMMY BARNETT: Please put power
12 in --

13 DR. KATE JACKSON: I mean, no one is
14 going to know what you mean by second level.

15 MR. JIMMY BARNETT: I don't think
16 anybody has -- please put power side.

17 FACILITATOR DAVE WAHUS: Did that
18 capture your thoughts when we added the power side?

19 MR. PHIL COMER: I wouldn't want to be
20 tagged with that one. We will put Jimmy Barnett's
21 name by that one.

22 MR. JIMMY BARNETT: Suits me.

23 FACILITATOR DAVE WAHUS: Karl, I see

24 you leaning forward. Did you want to say something?

25 MR. KARL DUDLEY: No, I am fine so 311
1 far.

2 FACILITATOR DAVE WAHUS: When I saw
3 you leaning towards that mic I thought you were ready
4 to --

5 MR. KARL DUDLEY: When you burn the
6 biscuits, I will speak up.

7 FACILITATOR DAVE WAHUS: Bruce.

8 CHAIRMAN BRUCE SHUPP: From what I
9 heard of that conversation, I think Kate is also
10 suggesting that we were specific with the negative
11 part, the power part, but we ought to be specific
12 with the positive part, instead of some -- what do we
13 mean by some?

14 MR. PHIL COMER: Two members of the
15 board that --

16 FACILITATOR DAVE WAHUS: Members of
17 the board. Are you suggesting members of the board
18 and the natural resource group?

19 DR. KATE JACKSON: Well, my
20 organization is RSO&E, but, I mean, I think the focus
21 of the council has been on the natural resources. So
22 you could say resource stewardship.

23 MR. PHIL COMER: And current board.

24 FACILITATOR DAVE WAHUS: So members of
25 the board.

312

1 MR. PHIL COMER: Current board.

2 FACILITATOR DAVE WAHUS: Well, there
3 is only one board in terms of --

4 MR. PHIL COMER: Well, there's been a
5 board for 70 years.

6 FACILITATOR DAVE WAHUS: Well, we're
7 talking -- members of the current board and the
8 resource stewardship group, she's way ahead of me,
9 have changed their attitude and approach towards
10 public involvement. The second level management
11 needs to be informed and involved of the approach and
12 shift in attitude. Power side needs to be involved.

13 MR. JIMMY BARNETT: Kate, I think you
14 said some up there was a problem. I have got a
15 problem with trying to pick out and say just this
16 particular group has done some good things, because
17 there are other people, even in the power side, that
18 have done some outstanding things but not everybody.
19 And I like the word some because it's not 100 percent
20 one way or the other.

21 There's some folks in power that I

22 give great credence to on some of the things they
23 have done, and yet, there's some people that I
24 wouldn't. I like never to use the word never and
25 never to use the word all because that's not true.

313

1 There's some good folks in power that
2 have really tried to work on communications and
3 there's some good folks in every part of TVA, but
4 there's some that needs some work.

5 MR. PHIL COMER: Can you quantify
6 that?

7 MR. JIMMY BARNETT: I said power in
8 general.

9 MR. PHIL COMER: Can you quantify it?

10 MR. JIMMY BARNETT: I am not qualified
11 since I don't know everybody.

12 DR. PAUL TEAGUE: I don't think we
13 need to put a percentage point on it.

14 MR. JIMMY BARNETT: There's more
15 people now this year than there were several years
16 ago by far.

17 MR. PHIL COMER: I have heard that
18 from others beside you-all say that very same thing.

19 FACILITATOR DAVE WAHUS: Okay. Now
20 Karl has something to do.

21 MR. KARL DUDLEY: Okay. You burned
22 the biscuits. I have had the privilege of working
23 with TVA for 34 years. And during that time, I guess
24 up until the last ten years, it was almost impossible
25 to have a meaningful relationship. It was always a
1 slave/master relationship. 314

2 In early 1990's that changed, and I
3 have seen the evolution now that I think there is a
4 possibility for TVA's culture to change. Now, in '97
5 we had a rate increase. We came away from that
6 feeling like we had not got the support we should
7 have, and then we had the promise from the board at
8 that time that they would do everything possible to
9 involve the distributors in the future. The reason
10 they wanted to involve the distributors is because
11 the distributor is where the rubber meets the road.
12 That's where we meet the road meets the pavement.
13 We're the receptionist's doctor. We're the ones.

14 DR. PAUL TEAGUE: That's true.

15 MR. KARL DUDLEY: Our folks are the
16 ones. So I was pleased in '97 that there was some
17 promise. In the last 12 months we have gone through
18 one of the most painful times in my 34 years of being
19 involved with TVA. Now to write this down on this

20 report, I don't really feel like it's a proper
21 vehicle, and let me explain why.

22 As a member of TVPPA board, and Austin
23 is a member too, we have had several discussions with
24 the TVA board, and we have once again secured a
25 promise from this board that there will be better
1 relationships in the future with distributors. I am ³¹⁵
2 not sure that it's proper to insert a stone here to
3 be thrown just because we have the opportunity to do
4 so.

5 So I guess I would respectfully ask
6 the other distributors if we could just back out of
7 this one and take our fight where it needs to be, and
8 I think that's through the distributors' organization
9 itself. And I am well pleased -- I would like to say
10 this: I am well pleased with the cooperation we have
11 seen from Kate and Bridgette and all of the other
12 folks that are involved in this side of TVA.

13 As a matter of fact, when I came here
14 just a few years ago to the Resource Council I was
15 shocked. It was hard for me to believe it was TVA,
16 but, you know, that's because in the power side we
17 deal with pocketbook issues every day.

18 When I go to TVA and want \$2 million

19 for a substation siting, that's a pretty good chunk
20 of change. I don't go to them and ask for \$100, and
21 neither do these other distributors, we ask for
22 millions of dollars. So when you go to someone and
23 talk about their pocketbook, it's different.

24 So I guess I would like for us to
25 consider removing a dart from this report because I
1 don't think it really benefits anybody. 316

2 FACILITATOR DAVE WAHUS: Are you
3 suggesting removing the entire comment?

4 MR. PHIL COMER: No, just the
5 parenthesis.

6 FACILITATOR DAVE WAHUS: Let me ask
7 Karl rather than Phil. Karl, are you suggesting that
8 we remove all of item No. M or just that the power
9 side needs to be involved? What are you suggesting?

10 MR. KARL DUDLEY: My suggestion is to
11 remove all of it.

12 FACILITATOR DAVE WAHUS: All of it?

13 MR. KARL DUDLEY: Yeah. Simply
14 because it's -- I think it's a judgmental call that's
15 not applicable to this particular study, that's my
16 personal opinion.

17 FACILITATOR DAVE WAHUS: We have

18 another comment over here. Jimmy.

19 MR. JIMMY BARNETT: I guess I would
20 defer to my two board members sitting over here and
21 have no problem doing so because I figure we're on
22 the road to handling it, but, you know, it is a
23 truism. However, I don't mind leaving it out.

24 As far as leaving the whole thing out,
25 I am little a ambiguous on that one, Karl. We can do
1 it, but I am just a little ambiguous on that part. 317

2 FACILITATOR DAVE WAHUS: Now Phil. I
3 was not ignoring you. We're just waiting your turn.
4 Go ahead.

5 MR. PHIL COMER: I certainly
6 understand Karl's point and would have no objection
7 to leaving that parenthetical expression out. I
8 would object to leaving the whole thing out because I
9 think the general statement does not interfere with
10 your process, which I appreciate, but it still says
11 something that I think ought to be said, the rest of
12 it. So I would object to leaving all of it out.

13 FACILITATOR DAVE WAHUS: Bruce.

14 CHAIRMAN BRUCE SHUPP: It leads to
15 sort of a preamble to the training concept. It
16 suggests that with some more training and cultural

17 shift there would be an improvement. So you might
18 want to think about putting it above the comment on
19 training and then rewording it a little to lead to
20 that, because that's what you're essentially saying,
21 that to get down to the management -- the second
22 level of management and below, you know, something
23 else has to happen. And it isn't just going to
24 happen by willing it to happen, that's for sure.

25 FACILITATOR DAVE WAHUS: We have a 318
1 suggestion. Okay.

2 MR. TOM VORHOLT: All I want to say is
3 I am kind of with Phil on this. The question is,
4 what are your comments about TVA's approach to public
5 involvement?

6 Now, either you want our comments or
7 you don't, and this is a comment that's made from an
8 individual that I think most of the group supports.
9 I mean, I can support taking out power side, if you
10 don't want to throw a dart at the power side, but if
11 you want our comments about TVA's approach to public
12 involvement, then this is it. You can strike No. 1
13 all together, if you would like.

14 FACILITATOR DAVE WAHUS: Paul.

15 MR. PAUL TEAGUE: The reason I wanted

16 that in there is No. 1, 80 percent of the things we
17 have said at this meeting has been negative, and I
18 think this is a positive thing that I have seen
19 personally.

20 Power, leaving that out, that's fine.
21 I don't think we should -- that should probably be
22 taken care of somewhere else anyhow, but I just think
23 it's appropriate that we should have some accolades
24 along with our darts and bows.

25 FACILITATOR DAVE WAHUS: Karl, how
1 would you feel if just the highlighted portion were 319
2 removed? Are you willing to leave the rest in?

3 MR. KARL DUDLEY: Yeah. I just made
4 the comment as a suggestion. You know, I am not
5 trying to push the issue. I just think there's other
6 vehicles to involve the power side because I don't
7 think Kate, I just don't think that's water she
8 should have to carry, that's just my personal
9 opinion.

10 You know, when you talk about the
11 power side, you're talking about something that's
12 close to my heart because I was not well pleased with
13 the power side or the Board of Directors of TVA, and
14 I came to this room in August to express that, and

15 have since expressed it to TVA's board and will
16 continue to do so, but I have a -- I think we have a
17 commitment that they have heard us and I would -- you
18 know, I would like to at least see the power side
19 part taken out.

20 FACILITATOR DAVE WAHUS: Austin.

21 MR. AUSTIN CARROLL: I guess I have --
22 just for clarification. Now, these comments are
23 going to be used in TVA by whom? How far do they go
24 up? Where do they go?

25 DR. KATE JACKSON: The board.

320

1 MR. AUSTIN CARROLL: Okay.

2 DR. KATE JACKSON: And what I
3 typically do is, you know, attempt to make some
4 recommendations with respect to how we could
5 incorporate some of these or if any additional
6 interpretation might be needed to facilitate dialogue
7 among the executive leadership and the board.

8 MR. AUSTIN CARROLL: Okay. I am
9 trying to get to Karl's comment. So Kate is not
10 going to -- you're not going to have to --

11 DR. KATE JACKSON: She's listening.

12 MR. AUSTIN CARROLL: You're not going
13 to have to carry the water as far as enforcing this

14 on power or anything, it will go up to the board, and
15 then the board makes some kind of determination
16 relative to that or at least has an understanding of
17 these comments that they are not just all pointed at
18 you to carry out and that type of thing.

19 DR. KATE JACKSON: Well, these are
20 obviously your words. And the reason I asked the
21 question, which has led to this discussion, was to
22 the extent that these need to be interpreted, I would
23 prefer your discussion to interpret them rather than
24 my making up what I think you meant.

25 MR. AUSTIN CARROLL: Okay. How many
1 people work on the resource side of things? 321

2 MR. PHIL COMER: 2300.

3 DR. KATE JACKSON: Well, in my
4 organization there are slightly over 1300, but not
5 quite half of those are actually operating hydro
6 plants. So we do an FTE analysis -- a full-time
7 equivalent analysis to determine what we're spending
8 on actual resource stewardship activities, but to
9 tell you the truth, I don't know what that number is.

10 MR. AUSTIN CARROLL: How many work on
11 the power side?

12 DR. KATE JACKSON: Fewer -- let me

13 answer the other question. Fewer than a thousand.

14 MR. AUSTIN CARROLL: How many work on
15 the power side?

16 DR. KATE JACKSON: All the rest.

17 MR. AUSTIN CARROLL: How many is that?

18 DR. KATE JACKSON: 12,300.

19 MR. AUSTIN CARROLL: That's less about
20 that many more contractures.

21 DR. KATE JACKSON: And then there are
22 contractors.

23 MR. AUSTIN CARROLL: Well, I guess
24 what I am saying is that -- I mean, Karl, I certainly
25 respect what you're saying. I don't see it as that
1 much of a dart, you know, I don't see that we're 322
2 really poking TVA that much. I think, you know, the
3 power side needs to hear about that, and they need to
4 hear about these -- what our thoughts are.

5 You know, I know what the -- I have
6 heard what the board said and -- but I think it's a
7 matter of kind of keeping the pressure up on them,
8 and this is just, I think, another method that, you
9 know, we might use to do that. And it's coming from,
10 I think, a completely different direction than --
11 they need to hear it from this side of things, as

12 well as, you know, from us directly, I think. So,
13 you know, I guess I would prefer to leave it in, but,
14 you know, I will concede to the group.

15 FACILITATOR DAVE WAHUS: W. C., you
16 were next and then Karl.

17 MR. W. C. NELSON: Okay. I just
18 thought that we might address the second level. I
19 think that's a little bit undecided as to who we're
20 talking about. And I think what we're saying is that
21 we want to see this attitude trickle down through all
22 levels of TVA rather than just second management.

23 You can probably leave off the power
24 side and just say, this attitude trickle down through
25 all levels of TVA to the people that are meeting with
1 the public, and then you're not darting anyone. 323

2 CHAIRMAN BRUCE SHUPP: I have a word
3 shift suggestion to do that if --

4 FACILITATOR DAVE WAHUS: Let's give
5 Karl his turn.

6 MR. KARL DUDLEY: Go ahead.

7 CHAIRMAN BRUCE SHUPP: Why not say,
8 while the council has observed that members of the
9 TVA -- current TVA board and the resource stewardship
10 group have changed their attitude and approaches

11 toward public involvement, this is not always
12 consistent with other parts of TVA and TVA's public
13 image. That sort of puts it in a general way and
14 doesn't focus on anybody negatively. It just says
15 what you just said essentially.

16 MR. JIMMY BARNETT: I was fixing to
17 object but you put in there a phrase that makes it
18 okay when you said, but not all parts of TVA, because
19 some others have was the point I was trying to make
20 awhile ago.

21 CHAIRMAN BRUCE SHUPP: I just said,
22 it's not consistent with the overall TVA image of
23 public involvement.

24 FACILITATOR DAVE WAHUS: Karl, you
25 were up and then Phil.

1 MR. KARL DUDLEY: I would like to hear 324
2 Phil first, if possible.

3 MR. PHIL COMER: Well, I object to
4 W.C.'s trickle-down expression because as I tried to
5 communicate in my 75 TVA people, I find many of the
6 lower level worker bees more agreeable to work with
7 than some of their supervisory higher-up people who
8 are more insulated.

9 So, you know, the problem group that I

10 have concluded in my own experience has not been the
11 bottom third or the top three, but it's been that
12 level just below the board, two or three levels below
13 the board and above the 80 percent of the worker
14 bees.

15 It's an attitude thing. I don't know
16 whether training can ever overcome it or not. It's
17 like being an engineer, you either are or you're not.

18 MR. W. C. NELSON: Phil, I was just
19 saying to all levels basically.

20 FACILITATOR DAVE WAHUS: Karl.

21 MR. PHIL COMER: But if you make it
22 too general, it's ineffective.

23 FACILITATOR DAVE WAHUS: Karl.

24 MR. KARL DUDLEY: Well, I spent some
25 time at Mississippi State, and one of the things I
1 did learn there was there is no free lunch. And I 325
2 guess, you know, maybe I shouldn't have brought this
3 up because I have a problem when we say that TVA is
4 doing better because I think you have to quantify
5 that.

6 There's -- there are parts of TVA that
7 have always evidently done a good job as it relates
8 maybe to the public or are doing a better job, but in

9 order to leave this comment in here about the power
10 side, as Austin said, and, you know, if that's what
11 you wish to do, that's fine, but if we do I really
12 think it needs to be fleshed out because TVA's
13 participation on the power side this past 12 months
14 has just been one of the worst public debacles I have
15 ever seen.

16 I have been in this business a long
17 time, and I go to the public very often. Every time
18 TVA has had a rate -- in the '70s I went every month
19 because we had rate increases every month in the
20 '70s. I explained the BTU's of coal. I understand
21 dealing with the public as it relates to their
22 pocketbook.

23 And for TVA to leave the distributors
24 out of this decision this last year is one of the
25 most asinine decisions that's ever been made by the
1 TVA board. 326

2 Now, if we're going to leave this
3 thing in there, it needs to be fleshed out so there's
4 no misunderstanding that TVA, as relates to the power
5 side, has not done a damn thing this year to involve
6 the public. Now, you know, that's about as plain as
7 I can make it.

8 MR. AUSTIN CARROLL: That's what I
9 am --

10 MR. KARL DUDLEY: You know, I don't
11 like the ambiguous thing that we're just going to
12 kind of pinch them. If we're going to pinch them,
13 let's just go ahead and hit them upside the head. I
14 am not sure this is the vehicle to hit them upside
15 the head with.

16 If it is, then I can talk a long time
17 about my relationship to TVA as it relates to the
18 public because it's not right for us to collect the
19 money and for the TVA board to arbitrarily decide
20 what they are going to do with it because they made
21 promises to individuals and not to the public.

22 So, you know, TVA needs to understand,
23 and I am not sure -- I am still not convinced,
24 Austin, that this is the vehicle to put it in, but if
25 we do I think we need to put more emphasis on it.

1 CHAIRMAN BRUCE SHUPP: I wasn't paying 327
2 attention to the typing as we were talking and -- but
3 my suggested change was to end that statement with
4 the first sentence.

5 FACILITATOR DAVE WAHUS: All levels of
6 TVA need to be informed and involved in the approach

7 and shift in attitude on the power side needs to be
8 involved, don't cut that out yet, but you're
9 suggesting -- you're suggesting that would be
10 removed.

11 CHAIRMAN BRUCE SHUPP: Yes. Then I
12 would also take out the word, and I probably used it
13 and that's why you typed it, but I would take out the
14 word always. This is not consistent with other parts
15 of TVA and TVA's public image.

16 FACILITATOR DAVE WAHUS: Take the word
17 always out. We can do that very quickly.

18 CHAIRMAN BRUCE SHUPP: That
19 accommodates the fact that we are throwing a stone,
20 not exactly aiming it, but then they say, well, who
21 is giving us this bad image, and you guys can take
22 over from there.

23 FACILITATOR DAVE WAHUS: Austin.

24 MR. AUSTIN CARROLL: I understand what
25 Karl is trying to say there. I guess the question to
1 the council at this point seems to be, you know, are
2 these comments only aimed at the resource side or are
3 we talking about the total of TVA, including the
4 power portion?

5 The resource side is about what, a

6 20th of the -- or a 10th of the rest of TVA. And,
7 you know, what I was trying -- you know, I felt
8 like -- you know, there are comments saying, well,
9 you know, TVA is a doing better job, you know, they
10 are listening and all of this stuff, and then I am
11 sitting here thinking, just like Karl, about the
12 power side of things and I am thinking, you know,
13 maybe a 10th of TVA is, but then -- to go back to the
14 comments I made awhile ago, that most of what you see
15 in the media and most of what people feel about TVA,
16 most of what impacts people of the Valley about TVA
17 is the power side of things. Unless, you know,
18 you're a lake user or a land user or somebody that's
19 involved in that, most of what hits people out there,
20 the consumers, is the power portion of it.

21 So I think we need to decide, you
22 know, are these comments just directed at the
23 resource side or are we talking about the whole of
24 TVA? We need to couch it, you know, one way or
25 another.

329

1 FACILITATOR DAVE WAHUS: Greer.

2 MR. AUSTIN CARROLL: If we're going to
3 take this comment out, then, you know, we have got
4 some further down in there, you know, about

5 recommendations that mention the power side of
6 things, and I think we need to, you know, probably
7 take those out but make it clear that this only
8 applies to, you know, the resource stewardship side
9 of TVA.

10 FACILITATOR DAVE WAHUS: Greer.

11 MR. GREER TIDWELL: I guess what I was
12 hearing in our discussion was a desire to implement a
13 cultural change. So I agree, Austin, that you can't
14 change 1/10th of an organization and expect that to
15 be a cultural change.

16 Let's pretend that all we are talking
17 about is the natural resource programs, well, to make
18 those better, the rest of the organization needs to
19 have a cultural change too or needs to do a good job
20 at public participation, and maybe that's how we
21 couch the message, despite the fact that in truth we
22 all do care about the power side, too.

23 If we pretend that all we care about
24 is natural resources, we have still got to talk about
25 the power side and its effect on the natural
1 resources side when it comes to public participation. 330
2 So I think it needs to stay in somehow, but maybe not
3 right here in this sentence. I'd separate that out

4 and address that aspect very specifically.

5 FACILITATOR DAVE WAHUS: Paul and then
6 Bruce.

7 MR. PAUL TEAGUE: We were -- when
8 we -- in the first meeting we had we were charged
9 with the responsibility, and it was explicit that
10 power was not involved in this discussion. Even that
11 I think it's good to bring up the power because, you
12 know, the word and scuttlebutt is around that we did
13 say that power was not doing well, but that's not
14 what we were charged with in our responsibility.

15 FACILITATOR DAVE WAHUS: Bruce and
16 then Greer.

17 CHAIRMAN BRUCE SHUPP: It sounds like
18 we're at the point Vern was talking about yesterday,
19 everybody is agreeing on this but we're seeing a
20 different colored animal here.

21 Do I get the sense that -- does
22 anybody object to having the word power in there, to
23 throw the stone directly at power?

24 After all the discussion, Karl, I am
25 not sure you really agree with that now.

1 MR. KARL DUDLEY: I don't, unless we
2 can -- I mean, you know, unless as Kate says, we can

3 be more specific about what we're saying here, you
4 know. All of a sudden at the last we put in a thing
5 that says, the power side needs to be involved. My
6 God, we could write a chapter on this. I mean, I am
7 not -- I am not convinced this is the vehicle for
8 what that seven or eight words there say.

9 CHAIRMAN BRUCE SHUPP: All right. So
10 you're saying to take that power side definition out?
11 You'd like to see that out?

12 MR. KARL DUDLEY: I'd like to see that
13 out.

14 CHAIRMAN BRUCE SHUPP: Does anybody
15 object with the second sentence? The black part
16 there.

17 FACILITATOR DAVE WAHUS: Can I see a
18 show of hands first on power? How many people want
19 to -- are willing to take it out or want to take it
20 out?

21 CHAIRMAN BRUCE SHUPP: We can live
22 with it.

23 FACILITATOR DAVE WAHUS: Seven. Okay.
24 It's a little over half.

25 DR. KATE JACKSON: Can I make a
1 suggestion that might muddy the water just a little

2 more?

3 FACILITATOR DAVE WAHUS: Why not?

4 DR. KATE JACKSON: What I am hearing
5 generally is that one of the issues to address
6 through our public involvement philosophy is to make
7 an attempt to engender greater trust with our
8 stakeholders generally and to increase the level of
9 credibility that TVA's decision-making process has.

10 Yes, your charter clearly focuses you
11 on the natural resource side of the agency, but to be
12 able to address the gap that currently exist, some
13 consistent philosophical changes need to be made more
14 thoroughly with respect to all of TVA. And although
15 you're seeing some improvement at the board level in
16 some specific natural resource areas, in some power
17 areas, there are some relatively significant gaps
18 that will inhibit our ability to close that
19 credibility gap.

20 MR. PHIL COMER: Even in natural
21 resources.

22 DR. KATE JACKSON: I mean, I think
23 it's okay to say that.

24 MR. PHIL COMER: I do, too.

25 MR. JIMMY BARNETT: That's a general

1 statement, I would support it.

2 DR. KATE JACKSON: Karl, I understand
3 your issue, but if the belief is a TVA public meeting
4 is a TVA public meeting, and clearly it is, then if
5 the most significant problem that we create for
6 ourselves is not getting the public there to be clear
7 about their values and needs because of the way we
8 are perceived in treating the information that comes
9 in, no matter what kind of public meeting it is, it
10 influences our ability to use public involvement to
11 our greatest advantage. I don't think that that's a
12 bad message.

13 MR. KARL DUDLEY: What is wrong with
14 just leaving the power side needs to be involved? I
15 mean, you're saying the same thing, aren't you, if
16 you say that all levels of TVA need to be informed
17 and involved of the approach and shift and attitude?

18 DR. KATE JACKSON: But let me be
19 clear, because your charter focuses on natural
20 resources it's easy for me and for others to
21 interpret it as you're telling me to tell the board
22 that from the board level down through my
23 organization I need to get more levels to believe in
24 this philosophy, and I don't think that's what

25 anybody in this room is saying. What you're saying
1 is this gap can't be closed unless everybody gets it. 334

2 MR. PHIL COMER: I agree with Kate,
3 what Kate is saying.

4 MR. TOM VORHOLT: Even from the
5 standpoint of the integrated management of the
6 watershed and the river system it's important,
7 because one of the multiple benefits of the reservoir
8 system is power, there's flood control, navigation
9 recreation, but power, and I think even just from
10 what we have been chartered with I think it's
11 important for the power side to get on board.

12 CHAIRMAN BRUCE SHUPP: Who wants to
13 take a crack at wording that?

14 DR. KATE JACKSON: Did you get that?

15 CHAIRMAN BRUCE SHUPP: No.

16 DR. KATE JACKSON: She got that.

17 FACILITATOR DAVE WAHUS: Kim got it.

18 CHAIRMAN BRUCE SHUPP: She got every
19 word of it. Now we have got to put it into a
20 sentence of 12 words or less.

21 MR. PAUL TEAGUE: Good expression,
22 Kate. I like your wording.

23 FACILITATOR DAVE WAHUS: Does someone

24 want to try to give us a hand at capturing that?

25 CHAIRMAN BRUCE SHUPP: Somebody

335

1 capture it in a sentence.

2 MR. TOM VORHOLT: I'm sorry. I

3 missed -- what do you want to capture, Bruce?

4 CHAIRMAN BRUCE SHUPP: Capture Kate's

5 thought in a sentence that would be different than

6 from what we have in M.

7 DR. KATE JACKSON: Now you guys know

8 how they all feel.

9 FACILITATOR DAVE WAHUS: May I try to

10 summarize what I think she said?

11 CHAIRMAN BRUCE SHUPP: My

12 recommendation would be a raise for the staff in the

13 resource group that works for Kate.

14 MR. TOM VORHOLT: Take a crack, Dave.

15 FACILITATOR DAVE WAHUS: What I think

16 I heard her say, and I can't use the same words but

17 I'll paraphrase, is that some parts of the

18 organization are doing a good job with public

19 involvement. However, to ensure --

20 DR. KATE JACKSON: Let me suggest that

21 you start with the comment on the issue, which is the

22 credibility gap, the trust with stakeholders. I

23 mean, that's your issue. Your comment is there's a
24 credibility gap and we don't have enough trust with
25 our stakeholders.

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1 FACILITATOR DAVE WAHUS: Okay.

2 DR. KATE JACKSON: Now, your comment
3 is about addressing that gap. And I will be quiet
4 now, I swear.

5 FACILITATOR DAVE WAHUS: And then what
6 I think I heard you say is that all parts of TVA, not
7 just the resource stewardship part of the
8 organization, has to be involved -- actively involved
9 in public involvement in order to close that gap.

10 MR. PAUL TEAGUE: Needs to be.

11 FACILITATOR DAVE WAHUS: Needs to be.

12 DR. PAUL TEAGUE: It doesn't have to
13 be. It needs to be.

14 FACILITATOR DAVE WAHUS: Or needs to
15 include public involvement in their activities in
16 their decision-making to help close that credibility
17 gap.

18 Now, if I didn't accurately capture
19 what I heard, let's make the change.

20 MR. KARL DUDLEY: Does M stay like it
21 is then or what? What are we saying here?

22 FACILITATOR DAVE WAHUS: Say it again.

23 MR. KARL DUDLEY: Is M to be --

24 FACILITATOR DAVE WAHUS: If you like
25 this, we will make changes to M.

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1 MR. KARL DUDLEY: Okay. I guess my
2 problem, Kate, is not with the public involvement as
3 it relates to meetings and simulation of information.
4 The problem I have is when we take all the
5 ingredients and carry it to the kitchen, what comes
6 out on the other side? It's not what we put in an
7 oven, it's what we take out of the oven that bothers
8 me.

9 I think TVA is one of the best in the
10 world at gathering public information and putting
11 educational materials out there for the public, but
12 the problem I have is when you -- when common sense
13 is then delivered back to TVA, somewhere in this
14 building it gets lost. I mean, it just amazes me.
15 You know, it amazes me. And I am serious. I am
16 serious as a train wreck here.

17 This is something that's really hurt
18 me because for 30 something years I have been one of
19 TVA's biggest supporters, and I am proud to be a TVA
20 distributor but they do some of the dumbest things

21 from time to time that I have ever seen in the name
22 of public involvement. So I guess it's not so much
23 the public involvement as it is what happens after we
24 close the door.

25 DR. KATE JACKSON: Well, maybe a 338
1 separate comment is that public involvement does not
2 mean merely gathering data. It means how you use the
3 data that you gather to come to a better decision and
4 it means closed-loop communication back with the
5 stakeholder participants with respect to how that
6 input evolved your decision and communicating that
7 decision back. I mean, that's what I mean when I say
8 public involvement process. It's the process. It
9 includes the whole thing.

10 MR. GREER TIDWELL: Each time that's
11 done properly the credibility gap gets smaller and
12 smaller. You know, the credibility gap comes down
13 like that for each time it's done properly, but each
14 one of those nonsense decisions, boom, you jump right
15 back up there. So that's, I think, the message
16 you're getting. You nailed it, Kate.

17 If the other 90 percent is not on
18 board with doing that process, little bitty
19 increments of credibility closure just gets wiped

20 away every time the power side does something stupid
21 or the natural resources side does something stupid.

22 FACILITATOR DAVE WAHUS: We have two
23 new items up there. I guess N&O. Would you scroll
24 up just a little bit, please, Laura? Take the image
25 up. There you go.

339

1 We have three issues here. We will
2 review all of them and then we will take them one at
3 a time. One is that on M, which you can see just the
4 last part of, the suggestion was to remove the
5 sentence starting with, all levels of TVA need to be
6 informed and involved with the approach and shift in
7 attitude, power side needs to be involved, the
8 suggestion was that that be removed.

9 Two, we have two new recommendations.
10 There is a credibility gap and not enough trust of
11 stakeholders. All parts of TVA need to be involved
12 in changes to include public involvement in their
13 decision-making activities to address the credibility
14 gap and gain stakeholder trust.

15 And then O, public involvement should
16 include more data gathering -- should include more
17 than data gathering, which should also address how
18 the data is used and the closed-loop communication

19 process back to the public.

20 Now, is that what you wanted?

21 Jimmy.

22 MR. JIMMY BARNETT: Just a slight
23 wording change on the very first sentence that's up
24 there, not enough trust of TVA by stakeholders.

25 MR. PHIL COMER: Yes, it sounded like
1 the other way around. 340

2 FACILITATOR DAVE WAHUS: Instead of
3 the word of we put the word by.

4 MR. JIMMY BARNETT: Of TVA by
5 stakeholders.

6 FACILITATOR DAVE WAHUS: Okay. Good.

7 MR. GREER TIDWELL: I was just going
8 to say, the only part that needs to be taken out of
9 the first paragraph is the very last part, the power
10 side needs to be involved.

11 FACILITATOR DAVE WAHUS: Do we have a
12 consensus to do that?

13 CHAIRMAN BRUCE SHUPP: I feel
14 comfortable with that.

15 FACILITATOR DAVE WAHUS: Does anyone
16 have any objection?

17 Paul.

18 DR. PAUL TEAGUE: I think that
19 decision ought to be made by the power people
20 primarily. What do you-all think, you four or five
21 people? I think that should be their biggest --

22 FACILITATOR DAVE WAHUS: Okay. How
23 about the -- on N or O, do we have consensus to leave
24 that in?

25 MR. AUSTIN CARROLL: Under O -- see, ³⁴¹
1 we talked about it -- in N, you know, we are talking
2 about stakeholders. Could we say in O instead of
3 public involvement say stakeholder involvement should
4 include more than data gathering and then closed-loop
5 communication back to the stakeholder?

6 FACILITATOR DAVE WAHUS: Should we
7 stay public/stakeholder involvement to cover is all?

8 MR. AUSTIN CARROLL: Well, I think
9 stakeholder includes the public. I don't know
10 that --

11 FACILITATOR DAVE WAHUS: How do you
12 feel about that? Any objection to changing it to
13 stakeholder?

14 MR. PHIL COMER: I like that better.

15 MR. KARL DUDLEY: I like that better.

16 FACILITATOR DAVE WAHUS: Okay. Then

17 let's take out the word public there and put
18 stakeholder. Then at the end you would change the
19 word public to stakeholder as well?

20 MR. AUSTIN CARROLL: Uh-huh.

21 FACILITATOR DAVE WAHUS: Any
22 objections to including these two comments?

23 Let's go on to the next one. Good
24 discussion. The last item under question No. 1 is,
25 change and getting input from the public had been
1 painful in the past. The trend is towards 342
2 improvements and public participation process to make
3 it highly effective and less painful. TVA has made
4 improvements and there are more opportunities for
5 improvement throughout the agency.

6 MR. PHIL COMER: Some segments of TVA
7 has made improvements, I think that's what we've been
8 saying.

9 FACILITATOR DAVE WAHUS: Okay. So the
10 last sentence there, some segments of TVA has made
11 improvement. Then change the word has to have. Any
12 other comments or any objection to leaving it in?
13 Let's go to question No. 2.

14 CHAIRMAN BRUCE SHUPP: No. Let's take
15 a break. It's time for a break. Take 15 minutes and

16 we will get going and finish.

17 (Brief recess.)

18 CHAIRMAN BRUCE SHUPP: I'm going to
19 share with you the secret game plan, the secret
20 conspiracy of the agenda this morning. I think that
21 by 11:00 we can clean up questions 2 and 3, and I
22 think from 11:00 to 12:00, or 12:15 at least, we can
23 handle the closeout of the business on the recreation
24 and the future of the council, and therefore, with a
25 lot of good hard work and efficiency we should be
1 able to adjourn by 12:00 or 12:15, that's the secret
2 agenda. 343

3 MR. PHIL COMER: One question. Will
4 we still be fed here before we leave?

5 CHAIRMAN BRUCE SHUPP: Of course.

6 MR. PHIL COMER: I told my wife this
7 morning this would happen.

8 CHAIRMAN BRUCE SHUPP: That's the game
9 plan. So let's get with it. David.

10 FACILITATOR DAVE WAHUS: Thank you,
11 Bruce. Looking at question No. 2, what other public
12 involvement techniques should TVA investigate?

13 Your first recommendation was input
14 from general public is difficult to obtain public

15 officials, mayors, Chambers of Commerce, need to
16 understand importance to be involved but it's
17 difficult to get them involved.

18 Accurately captured?

19 Greer.

20 MR. GREER TIDWELL: Can we add Karl's
21 comment about they will let you know if the biscuits
22 are burning?

23 MR. KARL DUDLEY: I am not going to
24 say anything else.

25 FACILITATOR DAVE WAHUS: I am looking
1 for any opposition, but I am seeing fewer heads that ³⁴⁴
2 are nodding because the heads just aren't sitting
3 there now.

4 Two, IAP2 techniques, public
5 participation spectrum is a technique that TVA should
6 be looking at. LaVerne offered that in one of the
7 handouts yesterday.

8 Continue use of subcommittees for
9 specific issues. For example, the water quality
10 subcommittee.

11 CHAIRMAN BRUCE SHUPP: Now, that's a
12 big statement that would be a deviation from the
13 current operational strategies for the council.

14 MR. JIMMY BARNETT: My only comment
15 is, make use of the expertise that's out there, and I
16 just thought that was just an outstanding group that
17 I worked with, that's the only reason I threw it in.

18 CHAIRMAN BRUCE SHUPP: Well, I agree
19 with you. I share that with you. Maybe we should
20 put that in the comment section that -- you might
21 want to say that the water quality subcommittee in
22 the old iteration of the council served as a focus
23 group, is really what it was, and provided great
24 input, and that might be a general comment.

25 MR. GREER TIDWELL: I think it goes 345
1 into 3 as a suggestion for improvement, that's what
2 you're saying, continue using it.

3 MR. JIMMY BARNETT: Yes.

4 CHAIRMAN BRUCE SHUPP: You're
5 suggesting that TVA use focus groups like that, is
6 that what you're suggesting?

7 MR. JIMMY BARNETT: I think they
8 should continue to use. They have used them in the
9 past and continue to use them.

10 CHAIRMAN BRUCE SHUPP: Okay. That's
11 good.

12 FACILITATOR DAVE WAHUS: And you're

13 suggesting putting that in after question No. 3, is
14 that what I heard somebody say?

15 CHAIRMAN BRUCE SHUPP: That's 2.

16 FACILITATOR DAVE WAHUS: We will leave
17 it here then.

18 MR. TOM VORHOLT: Can I make a
19 comment, Dave?

20 FACILITATOR DAVE WAHUS: You certainly
21 may.

22 MR. TOM VORHOLT: My comment on that
23 was that subcommittee was rolled up into the ROS
24 study, and that's why my comment yesterday that the
25 ROS really ought to be a model for how TVA approaches
1 some of these major decisions. 346

2 FACILITATOR DAVE WAHUS: Okay. Go on
3 to D, continuous feedback and communication with
4 participants. For example, computer assisted
5 meetings, Internet databases.

6 I think we meant continue feedback and
7 communication rather than continuous. We just
8 continue feedback and communication with
9 participants.

10 Did I capture your thoughts -- capture
11 your thoughts accurately?

12 That leads also to one of the concerns
13 that Karl had.

14 Set up mall kiosks or Wal-Mart with
15 support of organizations, towns, distributors, et
16 cetera, to reach audience not regularly involved.

17 Improve TVA website to be more user
18 friendly making it easier for the general public to
19 contact TVA and to find the information they are
20 looking for.

21 Have a team talk to and work with
22 local officials prior to initiating a public
23 involvement process in a community, closed-loop
24 communication, here's what we learned. So both
25 before something is started and then give feedback
1 afterwards. 347

2 CHAIRMAN BRUCE SHUPP: How about
3 putting that up under the other one about the public
4 officials?

5 FACILITATOR DAVE WAHUS: We take that
6 back and put it under B and C.

7 CHAIRMAN BRUCE SHUPP: Something like
8 that.

9 MS. LAURA DUNCAN: The whole bullet?

10 FACILITATOR DAVE WAHUS: Yeah. Take

11 the whole bullet and move it back up to A. So A and
12 B are very closely related. There you go.

13 Is that what you suggested?

14 CHAIRMAN BRUCE SHUPP: Yep.

15 FACILITATOR DAVE WAHUS: Personal
16 calls to customers or stakeholders to follow up on
17 issues, for example, power outages are possibly
18 automated. Comments? That came from the discussion
19 that Jimmy had about responding to power outages.

20 Austin.

21 MR. AUSTIN CARROLL: But we're not
22 suggesting TVA call to follow up on a power outage, I
23 just didn't want that to be confused.

24 MR. PHIL COMER: TVA would have 158
25 plus 67 customers, and that's it. They don't call
1 for power outages. 348

2 FACILITATOR DAVE WAHUS: The
3 discussion was that when there are power outages
4 Jimmy said that they call back, call people that
5 called in to ask them if their power was on. So they
6 are getting some feedback and it's good PR. So we
7 used that as an example, that was the discussion that
8 was being used, but the real focus here is post --
9 personal calls to customers or stakeholders to follow

10 up on the issues, and those could possibly be
11 automated, we're talking about feedback, the feedback
12 look that you were talking about in the earlier --

13 MR. JIMMY BARNETT: I don't know if
14 that's not covered somewhere else. I was really
15 saying that I needed to do more of that.

16 MR. PHIL COMER: That's not a TVA
17 responsibility.

18 MR. GREER TIDWELL: Let's see if we
19 can make it belong to TVA. Couldn't we say that TVA
20 can support the local distributors with technology
21 and guidance on implementing that?

22 We're talking about things for TVA to
23 investigate. So let's sort of give something to the
24 power side on how they can help you guys do better in
25 your job, and that relates to the whole TVA public
1 involvement image and culture. 349

2 FACILITATOR DAVE WAHUS: Are you
3 already covering it under B?

4 MR. GREER TIDWELL: No.

5 FACILITATOR DAVE WAHUS: Go back up to
6 B, if you would, please. Here we're talking about
7 closed-loop communication, going back to the folks
8 and telling them what came out of the decisions, what

9 we learned, why the decisions were made, are -- is
10 that the same as this?

11 MR. GREER TIDWELL: I am being very,
12 very specific in suggesting that TVA can support the
13 local distributors with technology/guidance on doing
14 personal calls to -- Lee can probably teach TVA a few
15 things.

16 FACILITATOR DAVE WAHUS: Austin.

17 MR. AUSTIN CARROLL: I appreciate what
18 you're saying. I am not sure that it's germane to
19 what we're talking about.

20 MR. LEE BAKER: I agree.

21 MR. AUSTIN CARROLL: I think I go back
22 to what we're talking about, it's probably covered
23 under B and we can probably leave H out.

24 MR. JIMMY BARNETT: I tend to agree
25 with that. Even after hearing my own comments, I
1 tend to leave it under B. 350

2 FACILITATOR DAVE WAHUS: Could I have
3 a show of hands how many people believe this should
4 stay in?

5 How many people believe it should be
6 removed?

7 And the rest of you don't have an

8 opinion. Okay. Let's remove that one.

9 No. 3 -- are there any other --
10 anything you want to add to No. 2? Any other
11 responses to question No. 2?

12 Okay. Question No. 3, what are your
13 suggestions for improving TVA's approach to public
14 involvement?

15 TVA needs to establish a good training
16 program on public participation. Objectives: Inform
17 staff of the importance of public input, respect
18 public's opinions and time.

19 B) Public involvement is not always
20 necessary or possible in a crisis situation but
21 public should understand potential crisis situation
22 policies ahead of time. Proactively involve the
23 public in the contingency planning process and report
24 to them following a crisis situation.

25 Lee, I think that's around the
1 discussion that you had.

351

2 Use tools for public involvement
3 internally to educate engineers and others not
4 traditionally involved with the public.

5 CHAIRMAN BRUCE SHUPP: I would take
6 engineers out and put staff. You are right there.

7 FACILITATOR DAVE WAHUS: To educate
8 staff. Where I grew up they always picked on
9 Norwegians. When I got in my career they always
10 picked on engineers. I figured it's all the same.

11 DR. KATE JACKSON: Wait. Wait. Wait.
12 Wait. So is what you really mean by that is to train
13 the people who aren't involved with the public on how
14 to be involved with the public?

15 CHAIRMAN BRUCE SHUPP: The word not
16 should be in there.

17 DR. KATE JACKSON: It is, to educate
18 staff not traditionally involved with the public. So
19 the guy shoveling coal at a fossil plant not
20 traditionally -- I mean, that's what it says.

21 MR. GREER TIDWELL: And my point would
22 be -- we may need to reword that a little bit to get
23 this point out, is the change needs to start from
24 within. We just heard five experts talk about how
25 important, you know, public involvement is and
1 defining better decisions, et cetera.

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2 Well, a guy shoveling coal will
3 actually show up to the meeting, for one thing. You
4 actually might be able to feed him, for another
5 thing, because he's an employee, which you can't do

6 to the public. And getting his input or her input on
7 how TVA is making decisions or can involve public
8 better will be very beneficial to making a better
9 public involvement process.

10 So one thing I would change about it
11 would be internally to educate staff and to develop
12 better external public involvement processes.

13 CHAIRMAN BRUCE SHUPP: Take out who
14 may not be traditionally.

15 MR. GREER TIDWELL: Yes.

16 CHAIRMAN BRUCE SHUPP: I think that's
17 good, educate staff. Yes. Stop right at processes.

18 FACILITATOR DAVE WAHUS: Take out
19 everything else after that.

20 CHAIRMAN BRUCE SHUPP: That's good. I
21 like that.

22 FACILITATOR DAVE WAHUS: Do you feel
23 comfortable with that?

24 MR. JIMMY BARNETT: I'd like to make
25 one comment, if I could.

1 FACILITATOR DAVE WAHUS: Certainly. 353

2 MR. JIMMY BARNETT: I just got through
3 talking about this in a training group that I do with
4 TVPPA, and we talked about using the appropriate

5 people to get the appropriate input. Don't ask the
6 janitors if you need to move to a new building but
7 ask them how they are going to clean the new
8 building.

9 Now, getting everybody's input, that's
10 good, but sometimes some input -- like with the water
11 quality subcommittee, I go back to that, I enjoyed
12 that particular process.

13 MR. PHIL COMER: That was a highlight
14 experience for you.

15 MR. JIMMY BARNETT: It really was. It
16 was an eye-opening experience.

17 You just need to ask the right people.
18 You don't ask, like I say, janitors if you need to
19 move, you ask janitors how am I going to clean either
20 where I am or where we are going to. So you can lose
21 a lot of time, I think, involving people that have
22 nothing that's really germane to the subject, is all
23 I want to say.

24 FACILITATOR DAVE WAHUS: Okay. Any
25 other comment?

354

1 Build trust with public by using IAP2
2 approach to build and strengthen long-term
3 relationship to assure participants who don't feel

4 forgotten.

5 CHAIRMAN BRUCE SHUPP: Redundant. You
6 have the same thing above in no. 2. We said the same
7 thing in 2 and 3.

8 FACILITATOR DAVE WAHUS: We talked in
9 2 and 3 about using the IAP2 approach, but did we
10 talk about building and strengthening long-term
11 relationships to assure that participants don't feel
12 forgotten? Let's go back up to 2 and look. I am not
13 sure you captured the second part of it.

14 CHAIRMAN BRUCE SHUPP: No, we didn't.

15 FACILITATOR DAVE WAHUS: It just talks
16 about using various techniques in the spectrum but --
17 and if you want to move it up or put them together,
18 we can do that, but I think they are two different
19 things.

20 DR. KATE JACKSON: Look at E.

21 FACILITATOR DAVE WAHUS: Continue
22 feedback communication with participants, we can put
23 them up there and --

24 DR. KATE JACKSON: I am just saying
25 the second half of the comment you're looking at in
1 No. 3. 355

2 FACILITATOR DAVE WAHUS: What are the

3 desires of the council?

4 CHAIRMAN BRUCE SHUPP: I am not sure.
5 They are two thoughts.

6 FACILITATOR DAVE WAHUS: You're
7 certainly not being criticized for having too much.
8 So if you want to capture all of the thoughts to make
9 sure it's all captured you certainly can.

10 Let's go back down to E. Have
11 relationships already in place to shorten the amount
12 of time spent in the process, that feeds on item D.

13 Project budgeting process forms need
14 to include the public relations/public involvement
15 process. Assure that consideration of public
16 involvement is part of a project planning process.

17 Okay. G) Public relations and
18 responsiveness needs to be part of the career
19 performance process to support cultural change and to
20 support disciplinary action when appropriate.

21 MR. GREER TIDWELL: That will get some
22 attention.

23 FACILITATOR DAVE WAHUS: H) Assure
24 employees know they work for the customer.

25 I) Establish a non-natural resources
1 leader of the cultural change regarding transparency

2 of public involvement processes to assure it affects
3 the entire agency, including the power side.

4 MR. GREER TIDWELL: Can I make that
5 plural, take out the A and put an S at the end of
6 leaders.

7 FACILITATOR DAVE WAHUS: Resource
8 leaders, any objections to that?

9 MR. GREER TIDWELL: Actually instead
10 of leaders, make it leadership. That way if it does
11 need to be just one person, it can be one person.

12 FACILITATOR DAVE WAHUS: Any
13 objection?

14 MR. KARL DUDLEY: Take out the power
15 side.

16 MR. AUSTIN CARROLL: What about if we
17 leave out --

18 FACILITATOR DAVE WAHUS: Karl
19 suggested we take out the words in the parenthesis.

20 MR. PHIL COMER: We have already voted
21 on that. It was seven to not take it out. Do you
22 want to vote again?

23 FACILITATOR DAVE WAHUS: I believe it
24 was a different item that we voted on.

25 CHAIRMAN BRUCE SHUPP: Different item.

1 FACILITATOR DAVE WAHUS: That one came
2 out. The other one came out.

3 MR. JIMMY BARNETT: It really says it
4 in the front, if you do a non-natural resources
5 thing, then you have -- what have you got left?

6 FACILITATOR DAVE WAHUS: Any
7 objections to removing the words in the parentheses?
8 I am seeing no objection, let's take out the words in
9 parenthesis.

10 TVA's leadership, attitude, and
11 approach to public involvement need to be improved
12 and communicated throughout the agency to include a
13 cultural change in the agency. Objective: Address
14 questions about whether TVA really listens.

15 So I and J are very closely related.
16 The new concept there is the listening.

17 DR. KATE JACKSON: That should be
18 needs.

19 FACILITATOR DAVE WAHUS: Second line
20 after involvement. Thank you.

21 K) TVA should accept the
22 importance -- maybe add the word the -- importance of
23 and realize the benefits of public involvement to
24 both TVA as well as the public. Objective be

25 responsive to the public. All of these are very 358
1 closely related.

2 Rate change process should be more
3 like the ROS process. Changes in approach to public
4 involvement should be applied across the agency
5 affecting the agency's image.

6 MR. JIMMY BARNETT: What about putting
7 the word positively affecting --

8 FACILITATOR DAVE WAHUS: Positively
9 affecting the agency's image. Any objections to
10 that?

11 M) TVA should look into the
12 International Association of Public Participation,
13 IAP2 organization, values, spectrum, et cetera.

14 MR. TOM VORHOLT: Dave, I think --
15 look into sounds a little soft to me. I think it
16 probably should read, TVA should evaluate joining the
17 International Association.

18 CHAIRMAN BRUCE SHUPP: That's better.
19 Okay. Does everyone feel comfortable with that?
20 Thank you, Tom. Let's go on to N.

21 MS. LAURA DUNCAN: That's it.

22 FACILITATOR DAVE WAHUS: That is all
23 of item No. 3. Is there anything you want to go back

24 and look at or any other suggestions or changes that
25 you --

359

1 CHAIRMAN BRUCE SHUPP: Question in 2.

2 Go back to 2. I don't think we made a real strong
3 case for evaluating and using all the new techniques
4 that are available. We mentioned something about
5 techniques.

6 FACILITATOR DAVE WAHUS: We talked
7 about the IAP2 techniques, public participation
8 spectrum.

9 CHAIRMAN BRUCE SHUPP: That's a
10 system. That's not a tool. That's more of a system.
11 I am talking about the tools, the computers, the
12 videoconferencing, all of the new tools. What are
13 they called, those polling toys that they have? We
14 had something in about it somewhere, but I am not
15 sure we -- scroll down.

16 FACILITATOR DAVE WAHUS: We talked
17 about kiosks here.

18 CHAIRMAN BRUCE SHUPP: I think another
19 line in there then about utilize the technological
20 advances in meeting management, in the management
21 of meetings.

22 FACILITATOR DAVE WAHUS: Does that

23 capture your thought?

24 MR. AUSTIN CARROLL: One other thing.

25 Put up 3 again.

360

1 FACILITATOR DAVE WAHUS: Would you
2 speak into the mic?

3 MR. AUSTIN CARROLL: Put up 3.

4 FACILITATOR DAVE WAHUS: No. 3.

5 MR. AUSTIN CARROLL: Yes. G and H.

6 Let's go down to I. How about if we say, establish
7 leadership in areas of TVA other than in natural
8 resources or something? Just establish non-natural
9 resources leadership just sounds weird to me.

10 FACILITATOR DAVE WAHUS: You don't
11 want any leadership in natural resources?

12 MR. AUSTIN CARROLL: No.

13 MR. GREER TIDWELL: How about beyond?

14 FACILITATOR DAVE WAHUS: What if you
15 said, leadership in other areas in addition to
16 natural resources?

17 MR. AUSTIN CARROLL: Okay. That will
18 work.

19 MR. PHIL COMER: The power people, in
20 other words.

21 FACILITATOR DAVE WAHUS: That way

22 there may be less chance of interpretation.

23 CHAIRMAN BRUCE SHUPP: What we're
24 really trying to say, isn't it, is that while the
25 natural resources group has shown improvements in 361
1 public participation processes, they should not be
2 required to lead the revolution within the agency.
3 Is that what you're really trying to say? Is that
4 what you're trying to say?

5 MR. JIMMY BARNETT: We want the rest
6 of the agency to be modeled after what Kate has got
7 going now.

8 MR. PHIL COMER: Particularly the
9 water quality subcommittee.

10 MR. JIMMY BARNETT: Right.

11 MR. PHIL COMER: Before it's too late,
12 and I forget this or we adjourn or go to another
13 subject, I especially would like a copy of what we
14 decide on here today without having to wait three or
15 four weeks. The last time I forgot to say this and I
16 called David at home and he -- it was beyond your
17 control of this.

18 FACILITATOR DAVE WAHUS: Well, I don't
19 walk home with a copy.

20 MR. PHIL COMER: And then I called

21 Sandy and she didn't readily have it either. So I
22 had to wait two or three weeks.

23 I really make an effort when I go back
24 home after all of these meetings from day one to
25 report back to as many of my 14 constituent groups as
1 possible, including the local weekly newspaper, and I ³⁶²
2 have not taken copious notes of this obviously. I
3 don't have that ability or that equipment, but I
4 would somehow -- how quickly can we get a copy of all
5 of this stuff after we leave here today?

6 DR. KATE JACKSON: We can do that.

7 MR. PHIL COMER: When?

8 DR. KATE JACKSON: We can do that as
9 soon as we can get it transcribed and sent back out.

10 FACILITATOR DAVE WAHUS: Let's go back
11 up to item I, please, if we might. Is everyone
12 comfortable with the change, establish leadership in
13 areas of TVA in addition to natural resources to
14 affect the cultural change regarding transparency of
15 public involvement process to assure it affects the
16 entire agency?

17 Okay. Is there anything else that you
18 want to --

19 MR. GREER TIDWELL: Is it worth our

20 time right now to organize these in an order that --
21 no. Let's go on. I am seeing --

22 CHAIRMAN BRUCE SHUPP: Kate, does that
23 have any additional value?

24 DR. KATE JACKSON: I don't think so.

25 FACILITATOR DAVE WAHUS: Any other
1 additions? Anything else you want to look at? 363

2 MR. JIMMY BARNETT: Is it all clear to
3 you, Kate? Can you explain it?

4 DR. KATE JACKSON: (Moves head up and
5 down.)

6 FACILITATOR DAVE WAHUS: Then I would
7 ask if you agree that you would show with a show of
8 hands that you support this and that you recommend
9 that it go to be transmitted by the chairman to TVA
10 as a recommendation. May I have a show of hands that
11 support that, please? That was unanimous.

12 Mr. Chairman.

13 CHAIRMAN BRUCE SHUPP: Thank you.

14 FACILITATOR DAVE WAHUS: Thank you
15 very much.

16 CHAIRMAN BRUCE SHUPP: Good work.

17 FACILITATOR DAVE WAHUS: May I ask one
18 question before we get -- are any of you council

19 members going to go back to your organizations after
20 listening to the public involvement and having these
21 discussions, are you going to go back and do anything
22 different?

23 You don't have to answer that question
24 but think about that. I hope this is a two-way
25 learning, not just sharing with Kate. Thank you.

364

1 CHAIRMAN BRUCE SHUPP: Stay right up.
2 You will be leading us through the recreation
3 recommendations.

4 FACILITATOR DAVE WAHUS: You-all have
5 a copy of the recommendations from the recreation.
6 Are there any extras of these, Sandy? Does anyone
7 not have them? We do not have them on the computer.
8 You should have a paper copy. If you don't have a
9 paper copy, let me know and I will give you one. We
10 need a couple of copies here if you -- I will give
11 you mine. Anyone else need a copy? Anyone else need
12 a copy?

13 This was discussed extensively at the
14 last meeting. There were three questions again. You
15 have all received copies of this. You have had an
16 opportunity to look at it prior to this meeting.

17 The questions were, what are the most

18 important national and regional trends TVA's
19 recreation planning should take into consideration?
20 We did a rating of -- by priority, high, medium, and
21 low.

22 The second question is, what should
23 the most -- what should be the most critical elements
24 of TVA's recreation strategy? And again, we rated
25 them as a high, medium, and low for consideration.

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1 Question No. 3 had two parts. What
2 should TVA recreation program look like in five
3 years? There was a general response.

4 And then the other two parts were,
5 what activities should receive more emphasis, and the
6 second part, what activities should receive less
7 emphasis?

8 And you have -- you came to a general
9 agreement but we could not -- you could not approve
10 because you did not have a quorum at the close of the
11 meeting.

12 So for anyone who wasn't there, does
13 anyone have any questions or any comments that you
14 wish to make on these any of these?

15 Hearing none, could I see a show of
16 hands for those members who wish to submit this

17 recommendation to TVA? Can I have a show of hands,
18 please?

19 Mr. Chairman, it's unanimous.

20 Thank you very much.

21 CHAIRMAN BRUCE SHUPP: Thank you. All
22 right. That leads us to the final item on the
23 agenda, which is the discussion of the future of the
24 council.

25 Kate.

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1 DR. KATE JACKSON: The board has
2 approved the next two-year cycle of the council.
3 What we have been thinking about -- so, anyway, what
4 that means is we need to go back again to the
5 governors of the seven states and back to TVPPA and
6 back to TVIC and solicit nominations, and then we
7 will look at those nominations, round out the council
8 with some other folks.

9 There are a couple of you who have
10 said that you do not wish to continue participation
11 for various reasons. So what we will do is try to
12 nominate folks to recommend to the TVA board that
13 round out the nominations that we get from those
14 other sources, and as you know, that process is often
15 lengthy.

16 So we don't have any control over the
17 governors' offices schedules or obviously TVPPA
18 schedule or TVIC schedule. We will do this as
19 expeditiously as possible, but I am guessing it will
20 take some several months.

21 Okay. What we're thinking about is
22 two meetings a year similar in format and structure
23 to this council. Two meetings a year. One focused
24 on programmatic -- some programmatic area like public
25 involvement or recreation or maybe an encroachment
1 resolution, and the second meeting going -- if you go ³⁶⁷
2 back to the original charter of the council, one of
3 the drivers of creating the council was for the
4 council to give us some -- to provide some
5 institutional mechanism for stakeholders to provide
6 input on relative priorities within the central
7 stewardship category.

8 So what we're thinking about doing is
9 have one meeting a year where you give us your view
10 on the relative priority within the stewardship with
11 respect to resource application. So if you have
12 100 points, how would you spread it around among all
13 of those resource areas? And we're still wrestling
14 with kind of how to do that, but that's our current

15 vision.

16 CHAIRMAN BRUCE SHUPP: Okay. Let's
17 discuss a little bit the view of the way this council
18 worked the last two years versus the initial council.
19 There are pros and cons of the change in our
20 operational mode, and I would like to hear your
21 thoughts on that after four years and two different
22 experiences.

23 MR. JIMMY BARNETT: I will talk first
24 again. What the heck?

25 The first two years were important to
1 me even in the wrestling that we did within ourselves ³⁶⁸
2 at the first several meetings. This hasn't happened
3 before. We hadn't had this experience before and I
4 think it was good to -- good for us to go through
5 that experience. It was a learning process, even as
6 the speakers were yesterday as far as public
7 involvement, but I learned an awful lot. It was very
8 disjointed.

9 Was it productive? It was productive
10 even if its confusion in that I think that it helped
11 a lot of us come to an understanding of what we were
12 to try to do, what we were after, what we wanted to
13 give input to TVA, and I like it.

14 I didn't at the time. I thought it
15 was very confusing, but as I look back on it I guess
16 it was good that I went through it. So it's sort of
17 like being in the Army. I didn't want to be in the
18 Army, but I enjoyed it while I was there because I
19 had no other choice. I could not enjoy it but I was
20 still going to be there.

21 So I came -- had thoughts about not
22 going for the second one, but by the end of the first
23 term it was great. I didn't want to quit, I really
24 didn't. When Dick called and said, do you want to
25 be, you know, put on there again? I said, yeah. I
1 got to liking being here. It was a different 369
2 experience and it was a good experience.

3 I do like this format better. I don't
4 know -- if everybody was new around the table and
5 answered the questions, that's probably okay. I
6 think I would probably say that I know that I am
7 better educated about TVA and about the resources --
8 the resource development than I've ever been.

9 What am I leading to? What I am
10 leading to is this: I like the format now. It's
11 easier to work with. I think it was a learning
12 experience to go through the first session, and I

13 like this format.

14 I do like the opportunity on occasion
15 to either give priority or come back and say, hey,
16 Kate, we think you ought to discuss this particular
17 subject more. We would like to make a recommendation
18 of something that -- maybe we run down a rabbit track
19 and want to do something different, I think we ought
20 to be given the opportunity on occasion to come up
21 and just have a barnstorming session with you or
22 something -- or with ourselves and come up with
23 something that, hey, maybe you hadn't thought of us
24 to ask us a question about. I think that's good
25 public input. The priorities you mentioned, I like
1 that. 370

2 I like the structure. You ask us a
3 question and we wrestle with it and we give you an
4 answer. Well, maybe you haven't asked us the
5 question that we would like for you to ask us on
6 occasion.

7 I would like to say that I would like
8 maybe one meeting out of the two years make early on
9 or maybe later, whatever, to say, hey, is there
10 anything out there that y'all have on your mind that
11 you think you would like for us to discuss?

12 So I would come up with a wild hair
13 thing and everybody shoots me down, that's okay, too
14 because I brought it up or maybe Phil comes up with a
15 wild hair thing and we all shoot him down, that's
16 okay, you know, he brought it up. I think that's a
17 good thing to do on occasion, maybe not every meeting
18 because it can bog down like it did the first time,
19 but I think that's something that should be
20 discussed.

21 CHAIRMAN BRUCE SHUPP: Any other
22 thoughts?

23 MR. PAUL TEAGUE: Since this is my
24 last meeting, I am now a resident of Florida and
25 going to punch chads the next time rather than vote.

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1 DR. KATE JACKSON: Make sure you get
2 the whole thing.

3 MR. PAUL TEAGUE: Honey, I will, I
4 guarantee. I would like to take this opportunity to
5 thank Kate, Bridgette, Sandy, Barbara, all the rest
6 of you people and all of Kate's people that have
7 helped educate me about TVA. I think I have got more
8 out of it than maybe what I have contributed, but I
9 do appreciate it very much.

10 And to the rest of this council and

11 the council of the first two years, I would like to
12 say that I am honored to have served with what I
13 consider a very outstanding group of individuals, and
14 it has been an extreme pleasure.

15 As far as what we have accomplished
16 the first two years, I would have to vote an eight
17 and a half or a nine out of ten. I thought it was
18 very effective, very powerful. I think we had a lot
19 of effect on TVA. In the second two years I am not
20 sure -- I have not had the same feeling of being as
21 effective as I was the first two years, but anyhow, I
22 think it's good and I wanted to thank each and every
23 one of you.

24 CHAIRMAN BRUCE SHUPP: Any other
25 comments?

1 MR. GREER TIDWELL: I would like to
2 add to Kate's list of things that we do next year
3 a -- some opportunity for refinement and progress
4 reports on the prior resolutions of the other
5 iterations of the council. We have gotten some of
6 that, but I want to make sure we get even more of it.

7 CHAIRMAN BRUCE SHUPP: Good point.

8 MR. GREER TIDWELL: There's been
9 enough time for those resolutions to stew around and

10 figure out whether they need to be refined or whether
11 there's any progress. Maybe we're going backwards on
12 some things. I don't know, maybe the guys trimming
13 the right-of-ways disregard people now more than they
14 did four years ago when we brought that topic up.
15 There ought to be some measurement on how things are
16 going.

17 MR. JIMMY BARNETT: Along with that, I
18 would like to request not only new council but those
19 people that were on these councils, send that back to
20 them, too, the ones that were on the first council
21 and the second council that aren't here now in case
22 they may be interested.

23 CHAIRMAN BRUCE SHUPP: It would be a
24 nice touch.

25 MR. JIMMY BARNETT: It's called
1 feedback.

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2 MR. PAUL TEAGUE: Since I am an ex
3 now, I have been that way before, by the way, I would
4 like to suggest something that I thought was very
5 effective and helped me, I think I would like to
6 recommend that Kate request the board, especially
7 since you're going to have two meetings, let those
8 commissioners come down so you can intermingle and

9 swap sweat and shake hands and get to know them and
10 them get to know you, I really think that would
11 improve feelings here at this, and I thought it was
12 very effective. I would like to recommend that,
13 Kate.

14 CHAIRMAN BRUCE SHUPP: That's a good
15 point. Certainly having McCullough and Harris here
16 at the other meetings, they both impressed, I think,
17 all of us, they certainly impressed me, and it showed
18 not only their interest but their skills, their
19 talents, their personalities, their enthusiasm. I
20 think that was a very positive experience for us.

21 Now, whether every board member in the
22 future is going to equally charge us like that, I
23 don't know, but those two certainly did it. It was
24 good.

25 MR. TOM VORHOLT: And definitely a
1 party at Austin's place again.

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2 CHAIRMAN BRUCE SHUPP: Pardon me?

3 MR. TOM VORHOLT: And definitely
4 another party at Austin's.

5 MR. AUSTIN CARROLL: We stand ready to
6 oblige.

7 CHAIRMAN BRUCE SHUPP: On behalf of

8 the council and formally for the record I want to
9 thank all of those who have served and will not
10 serve. I know there's only one here that I know, and
11 that's Paul Teague.

12 And Paul, you have been great. We're
13 going to miss you immensely. I mean it, we really
14 will, not just personally but you are a contributor
15 and we really appreciate that.

16 Others that may not be with us, we
17 don't know at this point, but I guess you know a few
18 that said no, and we want to thank whoever they are
19 for their service.

20 I say personally that I feel like Paul
21 did, certainly I am learning a lot more than we're
22 giving. It's a great experience. I am very proud to
23 have served with all of you and look forward to the
24 next iteration.

25 Any other comments? We have some
1 housekeeping that Dave wants to take care of before 375
2 we adjourn.

3 FACILITATOR DAVE WAHUS: I want to
4 publicly thank Laura for helping, I guess, again
5 today. She makes your work and my work certainly
6 more effective and efficient.

7 As we -- as I work with TVA prior to
8 the meeting -- as I work with TVA prior to the
9 meeting, we spend a great deal of time looking at the
10 agenda and what should be first and what should be
11 last and the order to make sure that there's a
12 logical presentation of information for you to look
13 at and consider and compare.

14 If you recall, prior to this meeting
15 the panels -- expert panels have spoken and then TVA
16 came on board and explained what their program was.
17 This time TVA talked first and then the panel. I
18 would like to get your reaction as to how you felt
19 about the order of this particular time or previous
20 meetings and how it helped you see what was going on
21 and helped you look at the information and better
22 make a decision.

23 MR. PHIL COMER: Personally I liked
24 this approach with Bridgette giving the presentation
25 first, which she did an outstanding job, in my
1 opinion, of really covering that whole program of 376
2 TVA's and then it was easier for me to listen to the
3 others, but I also want to be very complimentary on
4 not only yesterday's invited specialists and panel
5 members, very outstanding group, but the same thing

6 at the meeting -- the prior meeting.

7 CHAIRMAN BRUCE SHUPP: You bet.

8 MR. PHIL COMER: Very, very
9 outstanding group of invitees who came and shared
10 their expertise. I thought, you know, without
11 exception they are very outstanding people, and a lot
12 of thought obviously had gone into picking them and
13 getting them to come here. I mean, it's not easy to
14 get some of those people to be able to take a day of
15 their schedule and do that. It's been very
16 outstanding, I think.

17 CHAIRMAN BRUCE SHUPP: That's a good
18 point, Phil. I think, yeah, we do thank you, Kate,
19 for that.

20 MR. PHIL COMER: That just didn't
21 happen.

22 CHAIRMAN BRUCE SHUPP: Almost every
23 meeting without exception we have --

24 MR. PHIL COMER: That took a lot of
25 work on somebody's part in TVA to do that really and
1 truly to select such outstanding people and getting
2 them to come. 377

3 CHAIRMAN BRUCE SHUPP: Good point.
4 Thank you.

5 FACILITATOR DAVE WAHUS: One other --
6 any other comments on that issue?

7 One other thing I would ask is that as
8 you get up from the table, or even now as you're
9 waiting to get up from the table, please put your
10 name badge on the table before you depart so that it
11 will be here again when you come back.

12 MR. LEE BAKER: Can we let Paul keep
13 his?

14 CHAIRMAN BRUCE SHUPP: Sure.

15 MR. LEE BAKER: It's a keepsake.

16 FACILITATOR DAVE WAHUS: That's all I
17 have, Mr. Chairman. Thank you.

18 CHAIRMAN BRUCE SHUPP: All right. One
19 last opportunity for comments, additions,
20 corrections?

21 MR. PHIL COMER: We will get this
22 feedback soon, Kate?

23 DR. KATE JACKSON: Yes, you will.

24 CHAIRMAN BRUCE SHUPP: Via E-mail,
25 correct?

1 MR. JIMMY BARNETT: I would just like
2 to say, Bruce, you leading us. Thank you.

3 CHAIRMAN BRUCE SHUPP: Thank you,

4 Jimmy. Appreciate it. It's been an honor.

5 MS. JACKIE SHELTON: I certainly
6 appreciate what Dave has done. Without his help we
7 would have just struggled along. Thank you for your
8 patience.

9 FACILITATOR DAVE WAHUS: Thank you.

10 CHAIRMAN BRUCE SHUPP: Thank you-all.

11 Meeting adjourned.

12 END OF MEETING

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REPORTER'S CERTIFICATE

2

3 STATE OF TENNESSEE)
: SS.
4 COUNTY OF HAMILTON)

5 I, Kimberly J. Nixon, RPR, the officer
6 before whom the foregoing meeting was taken, do
7 hereby certify that the contents in the foregoing
transcript was taken by me in machine shorthand, and
thereafter reduced to typewriting by me;

8 That the transcript was prepared under my
9 supervision, and attached to this certificate is a
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10 by law;

11 That I am neither counsel for, related to,
12 nor employed by any of the parties to this meeting;
and we further certify that we are not a relative or
13 employee of any attorney or counsel employed by the
parties hereto, nor financially or otherwise
14 interested in the outcome of this meeting; and that
the foregoing transcript is complete and accurate in
all particulars, as provided by law.

15 In witness whereof, I have hereunto set my
16 hand this _____ day of _____, 2004.

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KIMBERLY J. NIXON, RPR
NOTARY PUBLIC IN AND FOR THE
STATE OF TENNESSEE AT LARGE.
MY COMMISSION EXPIRES APRIL 24,
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