

**Program Participant Survey Results for the Federal
Columbia River Power System
Cultural Resource Program
Fall 2015**



May 10, 2016



This report was prepared by
Bonneville Power Administration

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Executive Summary

From October 13 through 30 of 2015, Bonneville Power Administration (BPA) conducted a web-based survey on behalf of the three Lead Agencies (BPA, the Bureau of Reclamation, and the US Army Corps of Engineers) that manage the Federal Columbia River Power System (FCRPS) Cultural Resource Program. This is the second time the survey has been implemented. This survey evaluated how tribal, state, and federal technical representatives that routinely participate in the FCRPS Cultural Resource Program (Program Participants) view Program services, items, products, and activities; changes in use of Program services and products; and interest in future use of services and products. The survey also assessed the quality, effectiveness, and changes in working relationships between Lead Agency technical staff and Program Participants.

BPA sent invitations to 33 key contacts representing 21 organizational units in 2015. Twenty individuals completed the survey, a 60% response rate. While the 2015 sample size was smaller than the 2013 survey group (64 individuals were invited to take the survey in 2013), the response rate was higher in 2015 (only 45% of those invited to take the survey in 2013 did). This report summarizes responses from the 2015 survey, and compares them with responses received in 2013.

Respondent Demographics

Fifty percent of the 2015 respondents were part of a tribal government, and most were affiliated with their organization's Cultural Resources Program for "10 years or more". Federal agency staff comprise 30% of 2015 respondents, 10% were state agency representatives, and 5% were local government staff. One notable difference in respondent roles that likely influenced differences between the 2013 and 2015 results is a lower percentage of individuals identified as "archaeologists" in 2015. Correspondingly, the number of "program managers" increased from 10% in 2013 to 44% in 2015.

Cultural Resource Program Evaluation

The number of survey respondents participating in the Program as NHPA section 106 consulting parties changed from 86% in 2013 to 65% in 2015. Technical reports and other Program products are also used less often. Sixty-four percent of respondents used these items in 2013, and only 52% claimed to use these products in 2015.

While use of program informational brochures increased from 30% to 35% between 2013 and 2015, use of most material related to public information and education declined. Technical information supporting NHPA section 106 compliance such as reports, site records, and ethnographic studies is less commonly used in 2015. Products and services most valued by Program Participants in 2015 include funding; opportunities to perpetuate culture and conduct work that is meaningful to their communities; technical materials such as GIS, reports, and ethnographic studies; and opportunities to coordinate technical consultations at Cooperating Group meetings.

Most respondents (36%) ranked archaeological site stabilization as “average” in 2015, a slight improvement over the 2013 survey results. Opinions about the quality of artifact collections, technical reports, site records, GIS data, and annual reports improved in 2015, with most people rating these items “Average”, “Above Average”, or “Excellent”. Opinions about oral histories and ethnographic studies varied; and most respondents did not know enough about these products, or about publications in professional journals, academic theses or dissertations to rate them. Most people also felt they did not know enough about Program informational brochures, posters, web sites, interpretive short films, public presentations, or interpretive exhibits to evaluate them.

People thought Program products could improve by emphasizing community, ethnographic work, and tribal cultural resources over archaeology; and expressed interest in moving forward with innovative mitigations and treatments. Respondents suggested that access to Program products could improve with development of information management databases, and annotated bibliographies with theme tagging; making GIS data more available; and expanding use of web sites/making existing web sites more interactive.

Cultural Resource Program Organization and Management

Most respondents (71%) agreed Cooperating Groups were an effective means of coordinating Program activities in 2015, saying they present opportunities for face-to-face communication, and give tribes a voice in project planning. People thought coordination could improve with more site visits, and periodic meetings between Lead Agency staffs and individual tribes.

Opinions about Lead Agency Staff and the Management of Cultural Resources

A majority of respondents (a combined 81%) indicated that the Lead Agency staff they work with the most maintain respectful relationships with program participants “Always” or “Most Always”. Most respondents also thought that Lead Agencies had well coordinated work plans in 2015, reflecting an improvement since the survey was originally implemented in 2013. Opinions about the adequacy of Lead Agency staffing varied in both 2013 and 2015, but most people thought staffing was “Usually” adequate in 2015. Similarly, opinions about the adequacy of Program funding were mixed in 2013 and 2015. In 2015, most responded that the Program has enough funding “Usually” or “Sometimes”. Program Participants remain unclear about the role each Lead Agency plays in the Program in 2015.

Program participants identified work prioritization and “area of potential effects” discussions as the most contentious issues in 2015. Like respondents in 2013, 2015 respondents indicated a need to clearly define decision making and conflict resolution processes, and to improve access to Lead Agency decision makers. Satisfaction about technical consultations in 2015 improved slightly over those expressed in 2013. When asked what they thought the Program could do to improve its relationships and be more responsive to the needs of Program Participants, respondents focussed on the need to improve communication and transparency in decision making, and asked for faster resolution of disagreements. They also encouraged Lead Agencies to ensure tribal community perspectives are included in Program planning, and suggested scheduling one-on-one consultations with individual tribes periodically.

People viewed the collaborative nature of the Program, and inclusion of tribes and other partners in Program planning as a strength in both 2013 and 2015. People also expressed an appreciation for Program funding and NHPA section 106 accomplishments. Overall Program weaknesses identified in 2015 are consistent with those voiced in 2013. These are a lack of clarity in Lead Agency roles and responsibilities, and a need to improve conflict resolution processes. People also expressed a need to improve follow-up actions, and to consistently consider tribal perspectives in Program decisions.

Introduction and Background

Purpose

The US Army Corps of Engineers, the Bureau of Reclamation, and the Bonneville Power Administration (Lead Agencies) jointly administer the Federal Columbia River Power System (FCRPS) Cultural Resource Program (Program) in close coordination with partners from across the Pacific Northwest region. These partners, or Program Participants, include representatives from 10 federally recognized tribes; four Forest Service units; the National Park Service; the Bureau of Indian Affairs; and State Historic Preservation Offices in Oregon, Washington, Idaho, and Montana.

Since the Program began in 1997, maintaining positive relationships between Lead Agency and Program Partner staff has been essential to accomplishing high quality work in support of Lead Agency compliance with section 106 of the National Historic Preservation Act.

The Lead Agencies endeavored to monitor opinions about working relationships, and to evaluate the quality of products resulting from Program administration in 2010. The Lead Agencies hired Portland State University Survey Research Lab (PSU) to develop a web-based survey addressing this need with the intent of identifying trends through time. PSU developed the survey in close coordination with Lead Agency staff. The specific goals of the survey were to:

- Assess the quality and effectiveness of working relationships between lead agency staff and Program Participants
- Assess changes in relationships between lead agency staff and Program Participants through time
- Assess how Cultural Resource Program products, collections, and research are used; and evaluate participant interest in future use of these items
- Evaluate changes in the use of Program products through time

Survey History

Portland State University Survey Research Lab implemented this 26-question survey (Program Participant Survey) for the first time from May 6 to May 24, 2013, and compiled results into a report delivered to the Lead Agencies in June 2013 (Conklin et.al. 2013).

The Lead Agencies used results of the 2013 Program Participant Survey to improve communication, and adjust the focus of some Program work to address Program Participant priorities. Recognizing that perspectives on Program work change through time, Lead Agencies committed to administer the Program Participant Survey approximately every two years¹. This report presents results of the second implementation of this survey, conducted in October of 2015.

¹ The frequency of survey implementation will vary based on need, and could be implemented more or less often than a two-year cycle.

2015 Survey Implementation

Survey Methods

BPA implemented the 2015 Program Participant Survey on behalf of the three Lead Agencies. Lead Agencies sought to emulate the 2013 survey process as closely as possible. BPA uploaded the 26 Program Participant Survey questions developed by PSU (Appendix A) to Survey Monkey, a web-based software program used for survey/questionnaire development and reporting. Staff from BPA, the US Army Corps of Engineers, and the Bureau of Reclamation tested the survey from September 28 through October 2, 2015, to ensure it was functioning properly. The survey was also converted to MS Word to allow individuals without internet access to take the survey.

Survey Implementation

The Lead Agencies contacted technical representatives at each Program Participant office via email on September 24, 2015 to determine which staff should take the survey. The final survey sample consisted of 33 individuals representing 21 organizational units.

BPA sent survey invitations to each individual in the sample on October 13, 2015 (Appendix B). Responses were due by October 30. The email encouraged recipients to forward the invitation to other staffs at their tribe or agency office that they thought should take the survey. One additional Program Participant was invited to take the survey on October 14, 2015. On October 26th, BPA sent a reminder to all individuals on the mail list that had not yet completed the survey. A final reminder was delivered on October 30. The survey was closed on October 31, 2015.

On November 17, BPA sent a final email message about the survey to recipients of the original invitation. This email thanked them for their participation, and requested that they fill out and return an attached word document (Appendix C), which contained Question #10 of the Participant Client Survey. Preliminary review of the survey results revealed that survey Question #10 did not permit selection of multiple answers. Selection of multiple answers should have been allowed, and so those that took the original survey were asked to resubmit their responses to Question #10 in MS Word format. No Program Participants responded to this request.

Program Participant Client Survey Results

The primary goals of the Program Participant Client Survey are to assess the quality and effectiveness of working relationships between Lead Agency Staff and Program Participants, assess changes in those relationships over time, and assess how Program products are used and how they could improve in the future. The Program Participant Survey sample consisted of 33 key contacts at 21 organizations.

Because one purpose of implementing the survey periodically is to assess change through time, results of the 2015 survey are compared with those from 2013.

Respondents and Demographics

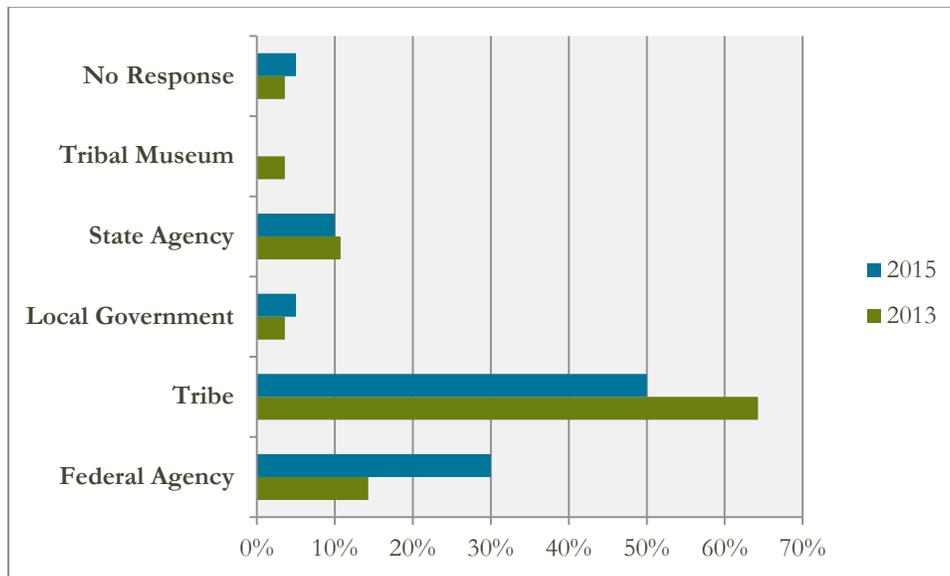
Twenty individuals representing 17 tribal, state, or federal entities completed the Participant Client Survey in 2015. This is a 60% response rate, and considerably higher than the 45% response rate for the survey implemented in 2013. It should be noted that while the response *rate* was higher in 2015, the 2013 survey sample of 67 individuals is twice the size of the 2015 sample (33 individuals). This likely affects comparative interpretation of results across the two years. A single response to the 2015 survey can represent a full 5% within the sample. The larger 2013 sample size may offer a more accurate cross section of the sample population, lessening the chance of skewed results.

Survey respondents were asked four questions about demographics: the type of organization they are affiliated with, the location of the organization, the amount of time they have been involved with that organization, and their current job title. The results of demographic information are reviewed briefly below.

Question #1 (Q1): Please tell us about the tribe, agency, or organization you are affiliated with. What type of organization do you represent?

Figure 1 shows that most survey respondents (64% in 2013 and 50% in 2015) represent tribal governments. This is followed by federal agency (14% in 2013 and 30% in 2015), with state agency representatives being the third most common (11% in 2013 and 10% in 2015). Local government staffs comprised 4% of respondents in 2013, and 5% in 2015. One tribal museum staff took the survey in 2013, and none in 2015.

Figure 1: Tribe², Agency, or Organization Affiliation (n=28 in 2013 and n=20 in 2015)

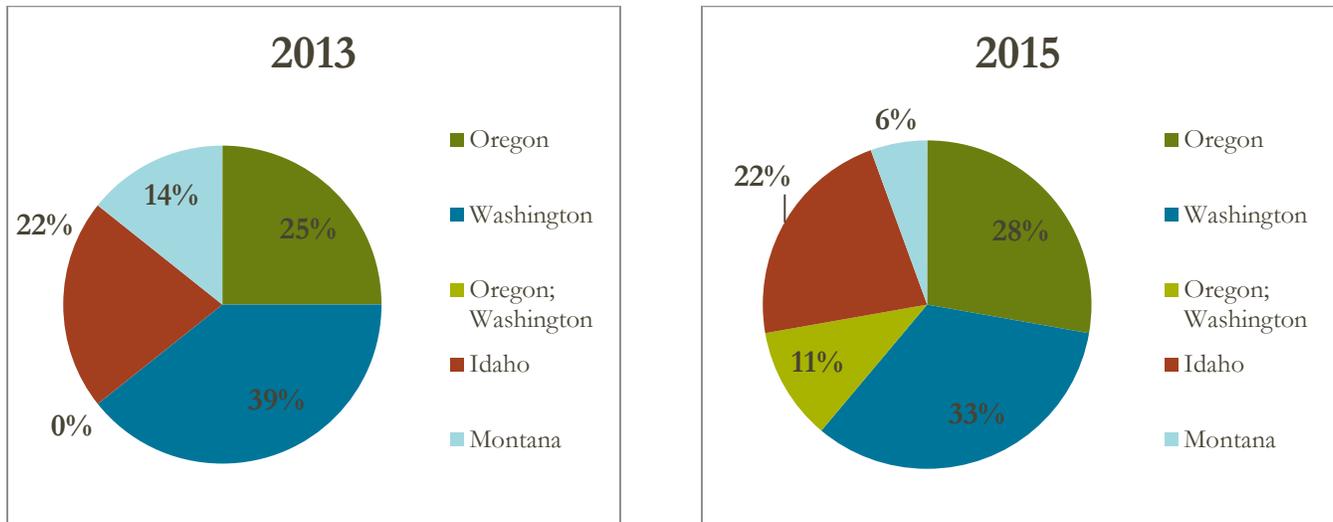


Question #2 (Q2): What state is your organization located in?

Respondents were located across the four Northwestern states including Washington (39% in 2013 and 33% in Washington), Oregon (25% in 2013 and 28% in 2015), Idaho (21% in 2013 and 22% in 2015), and Montana (14% in 2013 and 6% in 2015). Two respondents (11%) noted that they work in both Washington and Oregon in 2015, but none noted this in 2013 (Figure 2).

² “Tribal Government and Staff” includes the following responses: “Tribal Staff”, “Tribal Government”, “Federally Recognized Tribe”, “Indian Tribal Government”, “Tribal Cultural Resource Program”, “Tribal Culture Department”, and “Yakama Nation”.

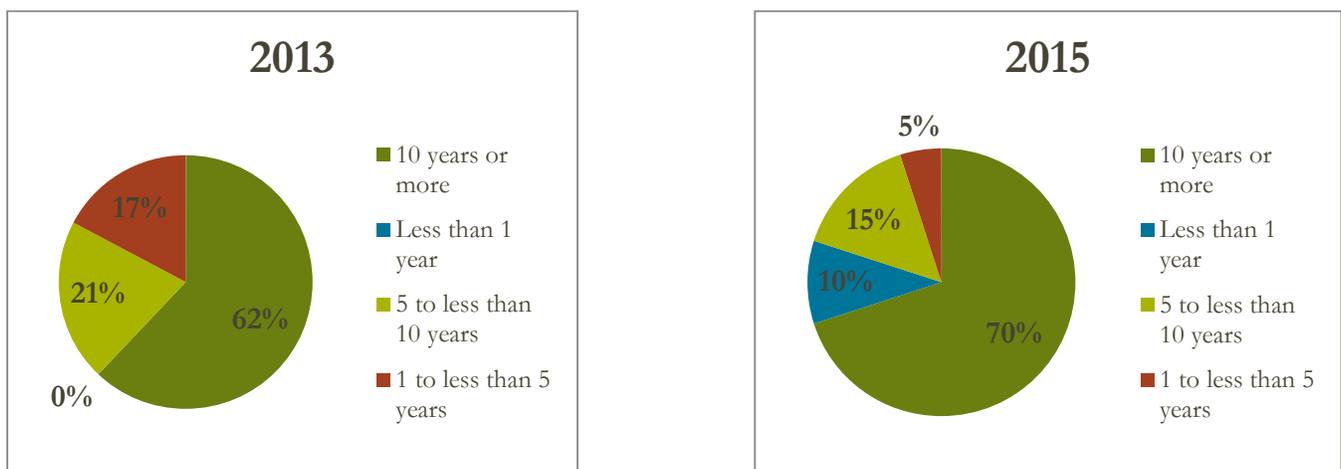
Figure 2: Tribe, Agency, or Organization Location (n=28 in 2013 and n=18)



Question #3(Q3): How long have you been involved with your Tribe, Agency, or Organization’s cultural resource program?

The majority of respondents (62% in 2013 and 70% in 2015) have been affiliated with their organization’s Cultural Resource Program for “10 years or more”. The number of staffs involved with their Cultural Resource Program for 5 and 10 years decreased from 21% in 2013 to 15% in 2015, and those affiliated with their Cultural Resource Program for 1 to 5 years decreased from 17% in 2013 to 5% in 2015. In 2015, 5% of the respondents noted that they had been with their organization’s Cultural Resource Program for less than one year (Figure 3).

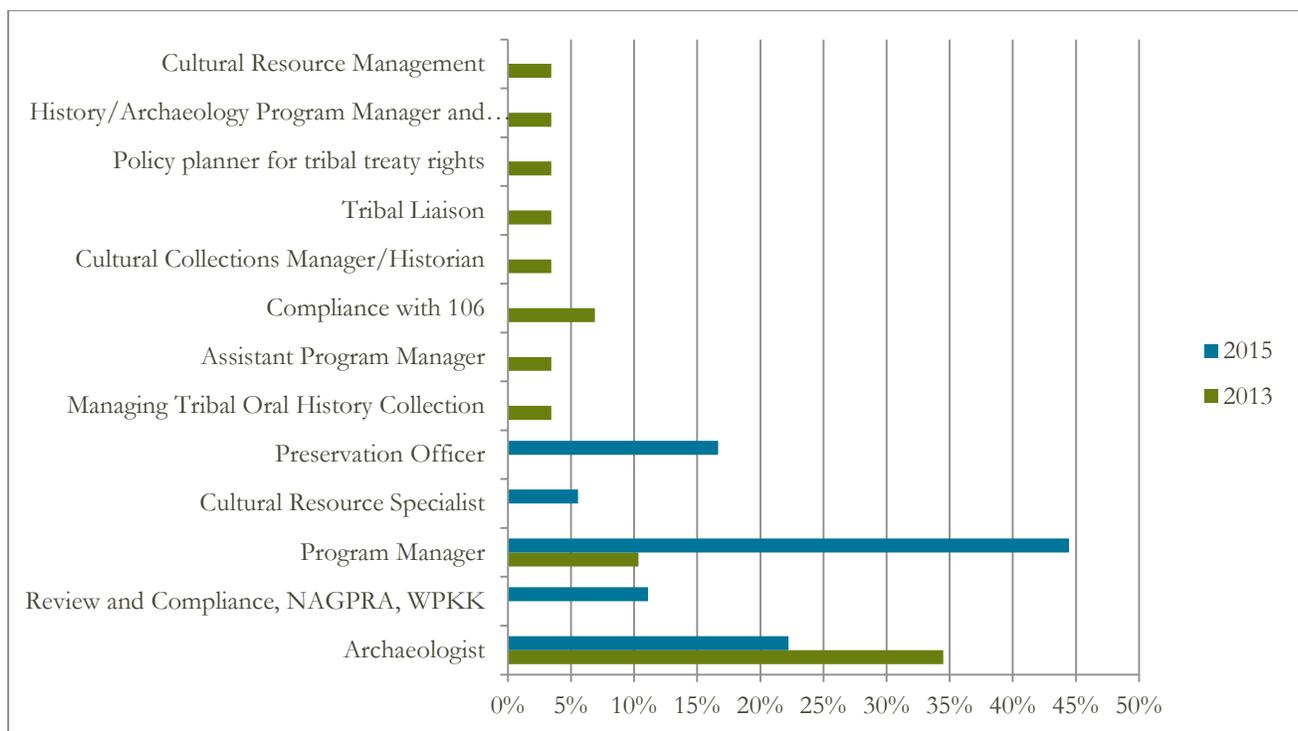
Figure 3: Length of Time Involved with Cultural Resource Program (n=29 in 2013 and n=20 in 2015)



Question #4 (Q4): What type of job do you perform within your Tribe, Agency or Organization’s Cultural Resource Program?

Respondents hold many different types of jobs at their organizations (Figure 4). Job titles range from general managers to government representatives and technical specialists. Notable differences between 2013 and 2015 respondents are a reduced percentage of archaeologists, which changed from 31% to 22%; and an increase in the number of program managers, which changed 10% to 44%. This shift from technical specialist to program management orientation may explain some differences between the 2013 and the 2015 survey responses.

Figure 4: Job title (n=29 in 2013 and n=18 in 2015)³



³ Some individuals listed job titles in response to this question, while others briefly described their role in the Program.

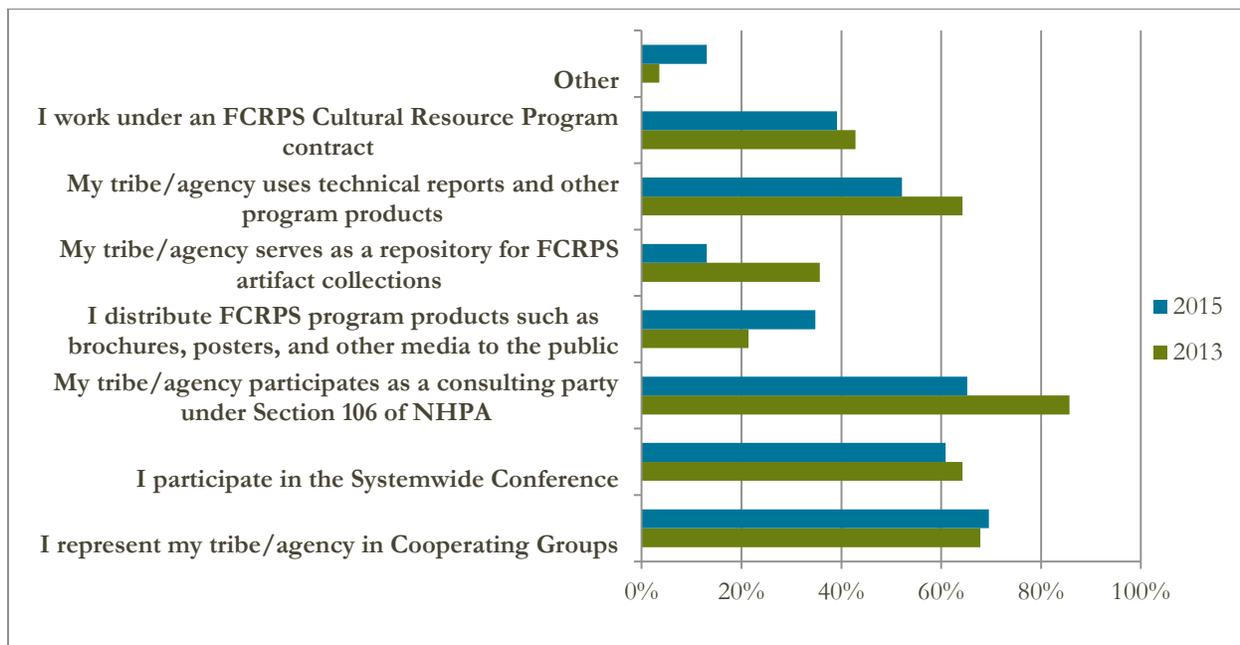
Cultural Resource Program Evaluation

The next set of survey questions solicits information about the nature of Program Participant roles, assesses how Program products are used, and evaluates how Program products can improve in the future.

Question #5 (Q5): In what way, if any, do you participate in the Federal Columbia River Power System (FCRPS) Cultural Resource Program? Please select all that apply.

For this question, respondents could select multiple options from a list of items in addition to entering information into an “other” field. Figure 5 shows that the number of respondents participating as a “consulting party under Section 106 of NHPA” changed from 86% in 2013 to 65% in 2015.” Over half of respondents reported “representing their tribe/agency in Cooperating Groups” (68% in 2013 and 70% in 2015), and “participating in the System-wide Conference” (64% in 2013 and 61% in 2015). Responses for using “technical reports and other Program products” decreased from 64% in 2013 to 52% in 2015. Respondents that serve as repositories for FCRPS collections decreased from 30% to 13%, and organizations that distribute FCRPS brochures and posters increased from 20% to 35%.

Figure 5: Participation in Cultural Resource Program (n=28 in 2013 and n=23 in 2015)⁴



⁴ "Other" includes "Oversight", "Don't know/Don't participate", "USFS Staff Officer including Heritage", "My tribe participates through the Fish and Wildlife", and "Public presentations that include FCRPS work"

Question #6 (Q6): What items and products do you or your tribe/agency currently use or benefit from? Please select all that apply.

Respondents were asked what services, items, activities, and products resulting from FCRPS Cultural Resource Program implementation their tribe/agency currently benefits from or uses. Respondents could choose multiple items from a list. Use of most public information materials declined significantly in 2015 (Figure 6). Exceptions include use of informational brochures, which increased from 30% to 35%, and use of posters, which remained at 22%. Use of public presentations, interpretive exhibits, websites, and short films all declined in 2015 when compared to 2013.

Figure 6: Program Products Currently Used – Public Information (n=27 in 2013 and n=23 in 2015)

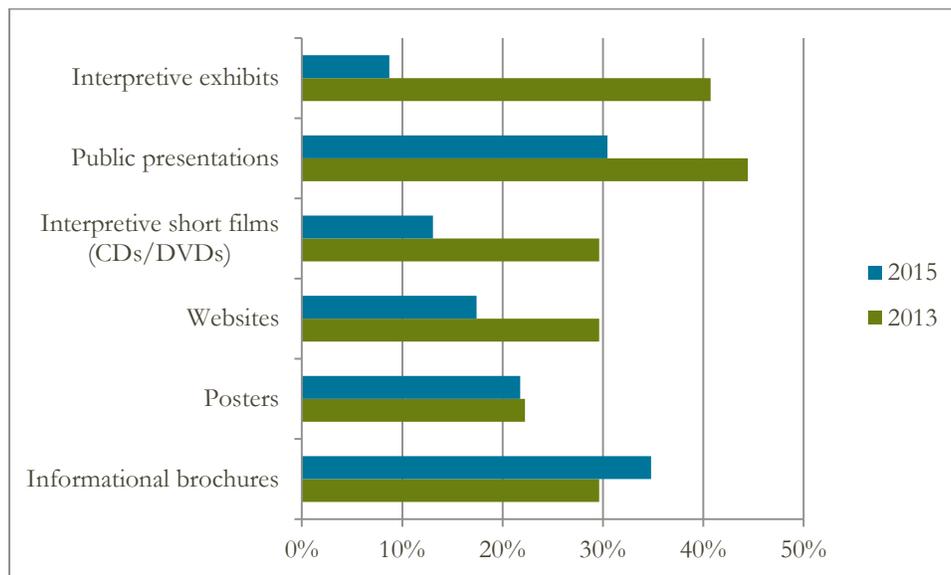
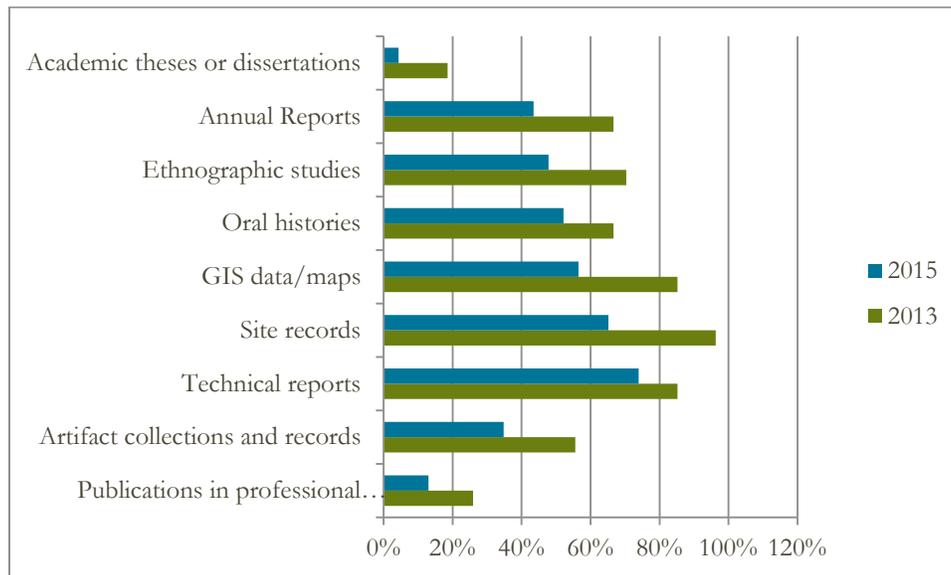


Figure 7 shows that use of all materials and information supporting NHPA section 106 compliance declined in 2015. These materials include site records, technical reports, GIS data/maps, ethnographic studies, oral histories, annual reports, artifact collections and records, and academic these and dissertations. This may result from the fact that fewer respondents claimed to be “archaeologists” in 2015, and more identified themselves as “program managers”.

Figure 7: Program Products Currently Used – NHPA Section 106 Compliance (n=27 in 2015 and n=23 in 2013)



Questions 7 through 9 offered respondents the opportunity to provide narrative statements. Respondents were asked which Program services, items, products, and activities their tribe/agency finds most valuable or useful, how Program services, items, products, and activities generally are used by their organization, and what they thought could be done to make Program services, items, products, and activities more accessible to their tribe/agency. Key points made by respondents are summarized for each question below.

Question #7 (Q7): Which program services, items, products, and activities do you and your tribe/agency find to be the most valuable or useful?

Key Points

- Survey responses from 2013 and 2015 were thematically similar. Program participants value:
 - Program funding
 - Opportunities for coordination and technical consultations (Cooperating Group meetings and field visits)
 - Technical materials such as GIS data/maps, reports, oral histories and ethnographic studies that support technical and NHPA section 106 consultation
 - Opportunities to perpetuate culture and do work that is meaningful to communities

Question #8 (Q8): How are program services, items, products, and activities generally used by your organization?

Key Points

- Most 2015 responses were generally similar those received in 2013, noting that program products and services are generally used for:
 - NHPA section 106 consultation and compliance
 - Protecting tribal culture, and educating tribal communities

Question #9 (Q9): What could be done to make program services, items, products, and activities more accessible to your tribe/agency?

Key Points

- Responses to this question in 2013 focused on the need to make funding available, to monitor NHPA section 106 compliance, improve web access to Program documents and materials, and to improve protection of tribal interests and sovereignty.
- Most 2015 responses had a similar focus. Some examples include:
 - Expand web site/web site options: make existing web site more interactive, set up a secure web site for information sharing
 - Find more innovative ways to mitigate effects: mitigation lands on the river; cultural programs that address language, curriculum and interpretive institutions; expand Fish and Wildlife, and Transmission cultural programming and structure
 - Database/records management: develop a database or similar records management system that includes descriptions of Program products, access to GIS data, digital copies of reports, theme tagging, etc.
 - Conduct more oral history work
 - Ensure all parties are treated equally
 - Spend Program funds more efficiently

Question #10 (Q10): What program services, items, products, and activities would you and your tribe/agency be interested in using in the future? Please select all that apply.

Question #10 presented respondents with a list of products and items resulting from the Cultural Resource Program implementation, and asked which items their tribe/agency would be interested in using in the future. Because Question #10 was not functioning properly in 2015 web-based survey, respondents could not choose multiple items from the list of Program products as they were in 2013. While Lead Agencies did attempt to acquire the necessary information from those that took the survey in 2015 (a word version of this question was distributed to those that took the survey via email), no Program Participants responded to this request. Consequently, results are not statistically comparable for the two years.

Figure 8 shows the 2013 responses to survey Question #10. The majority of respondents in 2013 showed interest in using GIS data/maps (88%), artifact collections and records (84%), ethnographic studies (84%), site records (84%), and technical reports (84%). There was less interest in informational brochures (38%) and posters (26%).

Figure 8: Future Interest in Program Products (n=26).

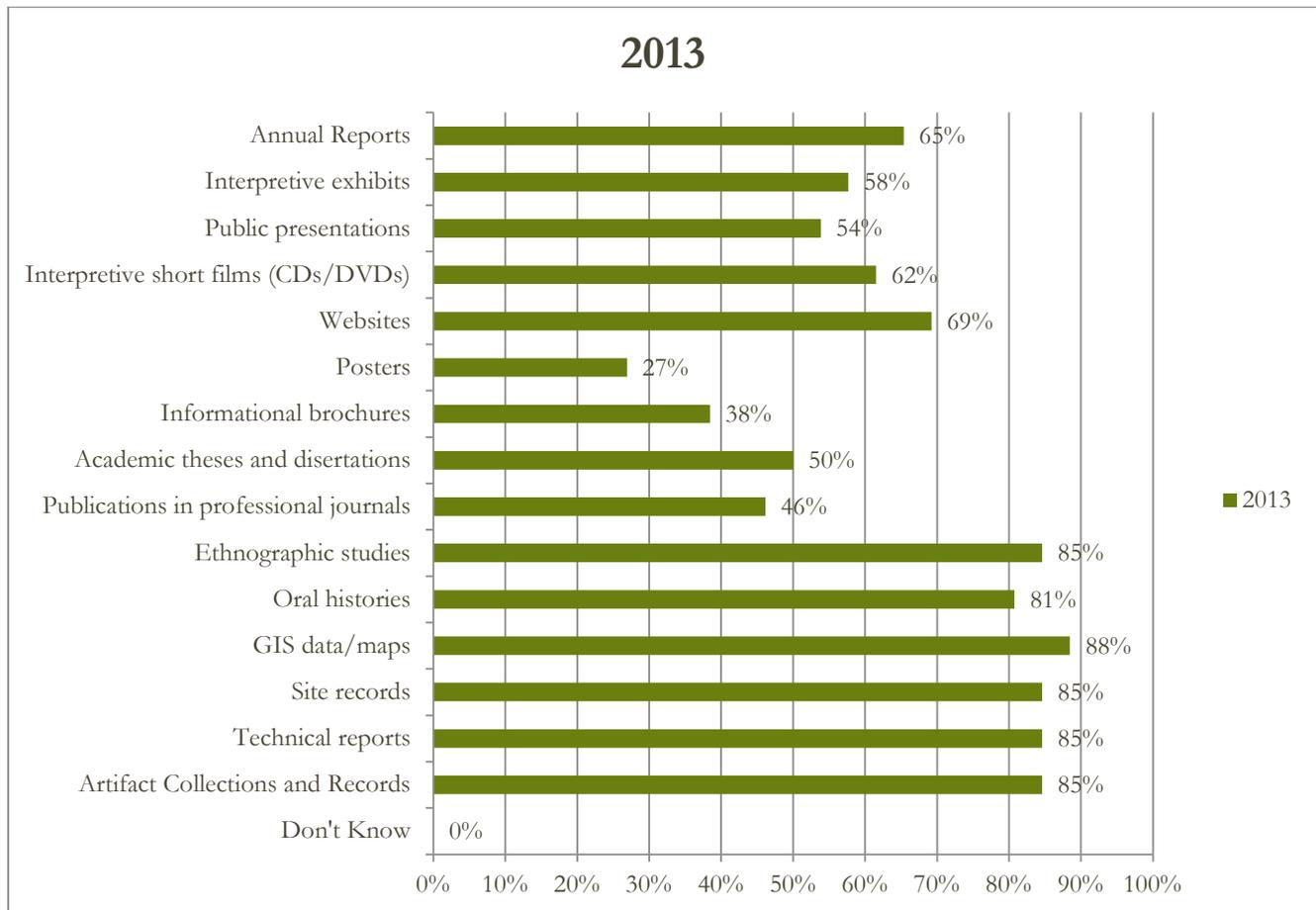


Table 4 lists written responses provided by program participants that took the survey in 2015. Of the 16 respondents, five noted that they would use all or most of the products listed in Question #10 in the future. Two stated that they didn't know, and the remainder pointed out that they were unable to respond because the web site would not permit selection of multiple answers.

Table 1: What program services, items, products, and activities would you and your tribe/agency be interested in using in the future?
Technical reports
Academic theses and dissertations
Publications in professional journals
Public presentations
Site records
All of the above
The survey would only allow for one item to be checked, i would have checked most of these
I wanted to select all but it only allowed me to select one option
I can't seem to choose more than one.
all of the above - the monkey would not allow multiple selections
note the web site is not working for multiple checks on this question
Does not allow you to select all - but all information is useful
this question will only allow me to select one. Please add, oral histories, ethnographic studies, gis data (LIDAR, historic aerials), public presentations, interpretive exhibits (Gorge Discovery Center could be a venue for presentations, and exhibits)
this question only let me select one item so i was unable to answer

Question #11 (Q11): On a scale of 1 to 5, where ‘1’ means ‘Poor’ and ‘5’ means ‘Excellent,’ how would you rate the quality of each of the program items, products, or activities listed below?

Question #11 asked respondents to rate the Program products they currently use (as indicated in Q6) on a five-point scale, where 1 means “Poor” quality and 5 means “Excellent” quality. Figures 10-24 show results for 16 different Program products.

The item “archeological site stabilization” appeared for all respondents regardless of whether or not they selected it in the previous item. Most ranked archeological site stabilization as “Average”, showing that opinions of stabilization work improved slightly since the 2013 survey (from 24% to 36%). All other rankings decreased slightly in 2015 (Figure 9).

Figure 9: Program Product Quality - Archeological Site Stabilization

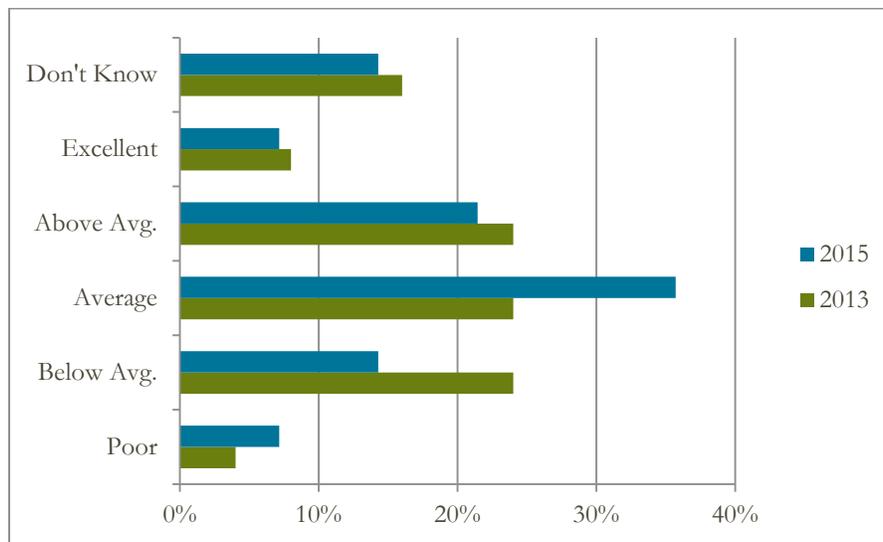
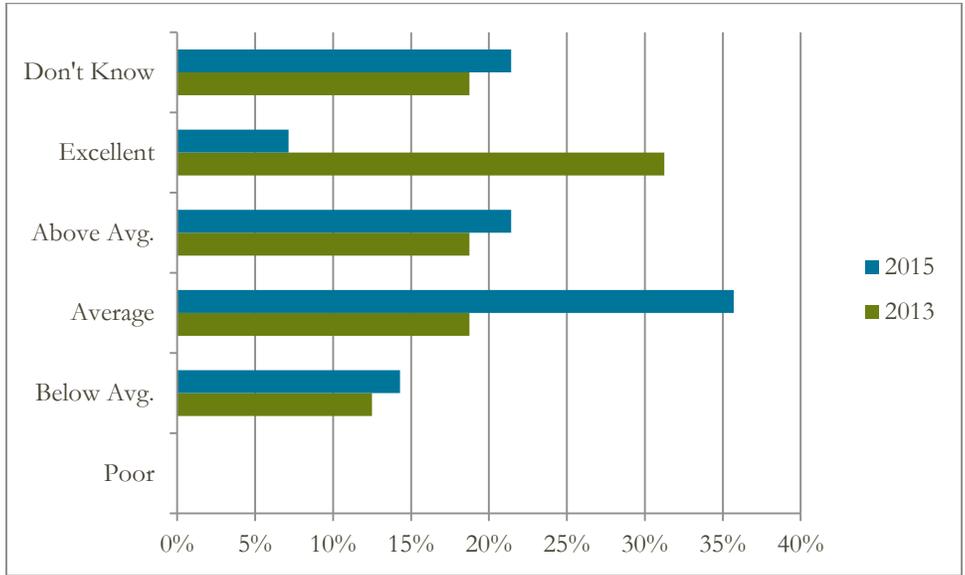


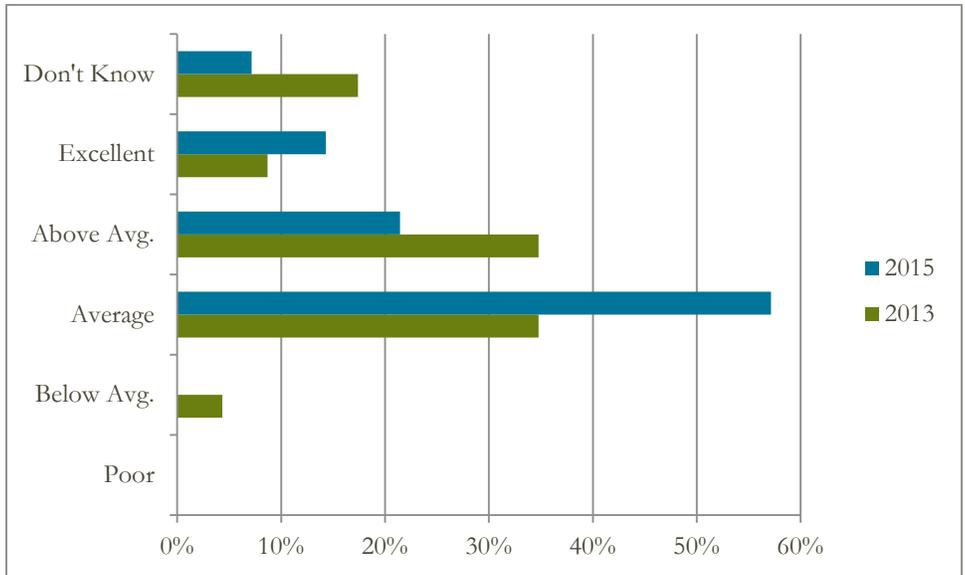
Figure 10 shows that the most apparent changes in opinion regarding artifact collections and records from 2013 to 2015 are for “Average” and “Excellent” rankings. More Program Participants characterized artifact collections and records as “Average” in 2015 than in 2013 (36% in 2015 as opposed to 19% in 2013), and fewer (7%) thought collections were “Excellent” (this received a 31% response rate in 2013).

Figure 10: Program Product Quality – Artifact Collections and Records



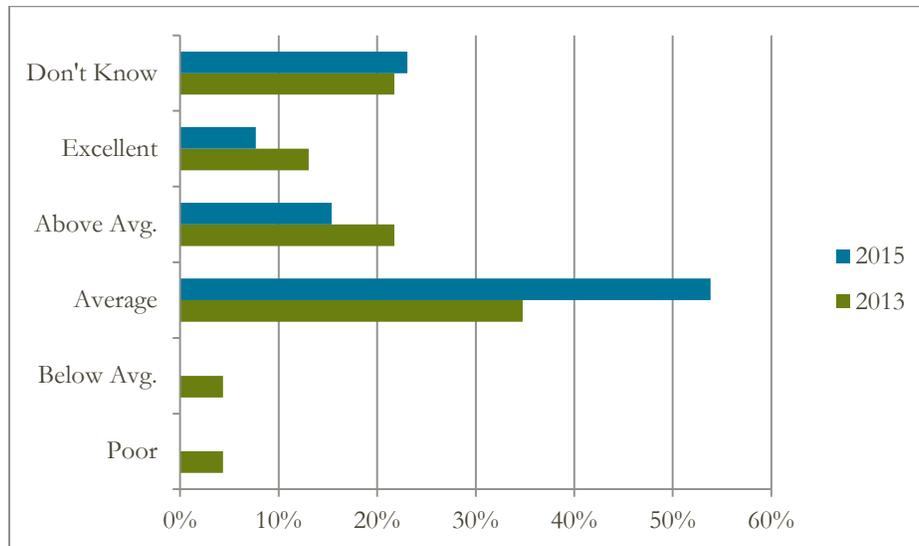
The percentage of respondents that think technical reports are “Average” (57%) in 2015 increased from 2013 (35%) (Figure 11). Unlike 2013, no Program Participants thought technical reports were “Below Average” or “Poor”.

Figure 11: Program Product Quality – Technical Reports



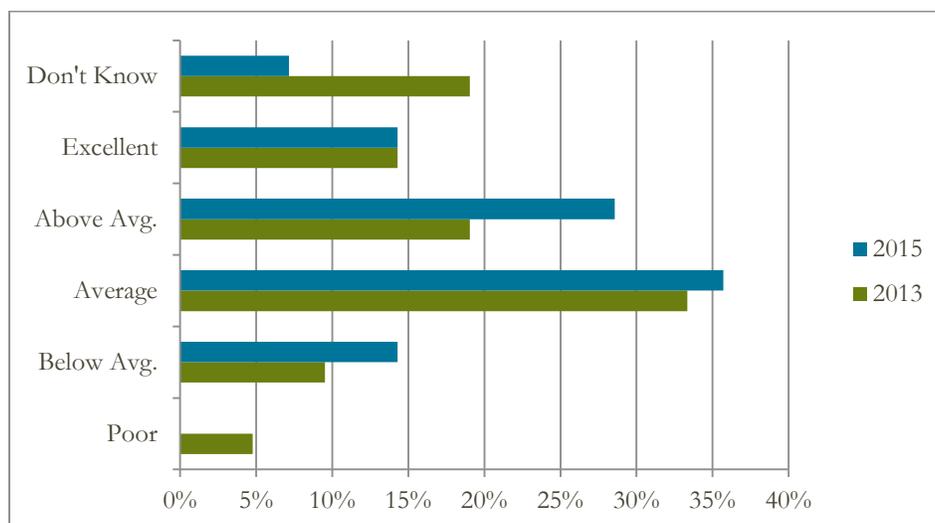
The trend in opinions about the quality of site records is similar to that seen for technical reports. An increased percentage think site records are “Average” (54%) in 2015, where only 22% felt this way in 2013 (Figure 12). No Program Participants thought technical reports were “Below Average” or “Poor”.

Figure 12: Program Product Quality – Site Records



Opinions about GIS data and maps were similar to responses in 2013 (Figure 13). A somewhat higher percentage of respondents thought GIS data was “Average” or “Above Average” in 2015 (36% and 29%, respectively), as compared with 33% and 19% in 2013). More respondents felt GIS data was “Below Average” in 2015. The percentage of people that consider this data “Excellent” did not change from 2013 to 2015.

Figure 13: Program Product Quality – GIS Data/Maps



Most respondents did not know enough about Program oral history work to provide opinions in either 2013 or 2015 (Figure 14). Those that did respond in 2015 ranked Program oral histories fairly evenly across the scale. Responses range from “Poor” to “Excellent” (both 8%), with most participants considering oral history work “Average” or “Below Average” (17% each). This differs from 2013 results in that most respondents with enough knowledge of oral histories to form an opinion considered them “Above Average” (31%).

Figure 14: Program Product Quality – Oral Histories

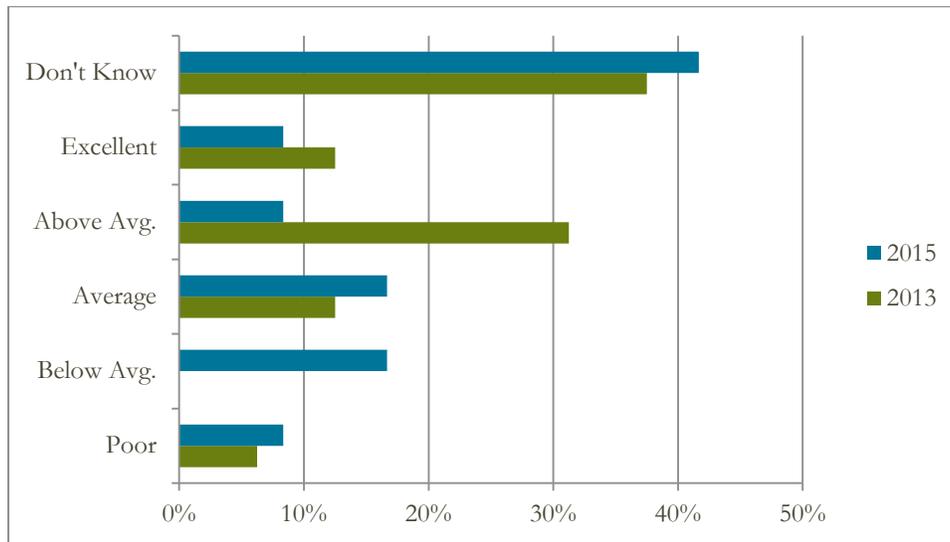
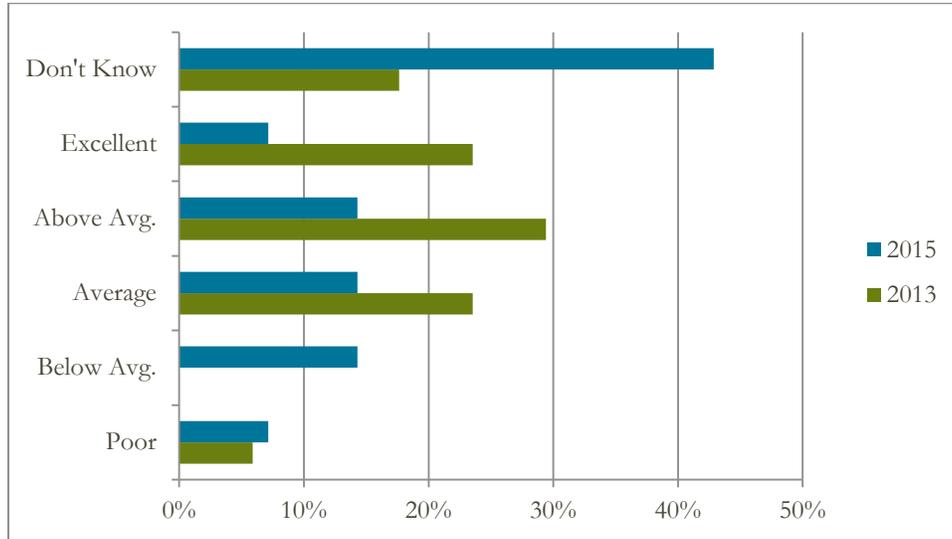


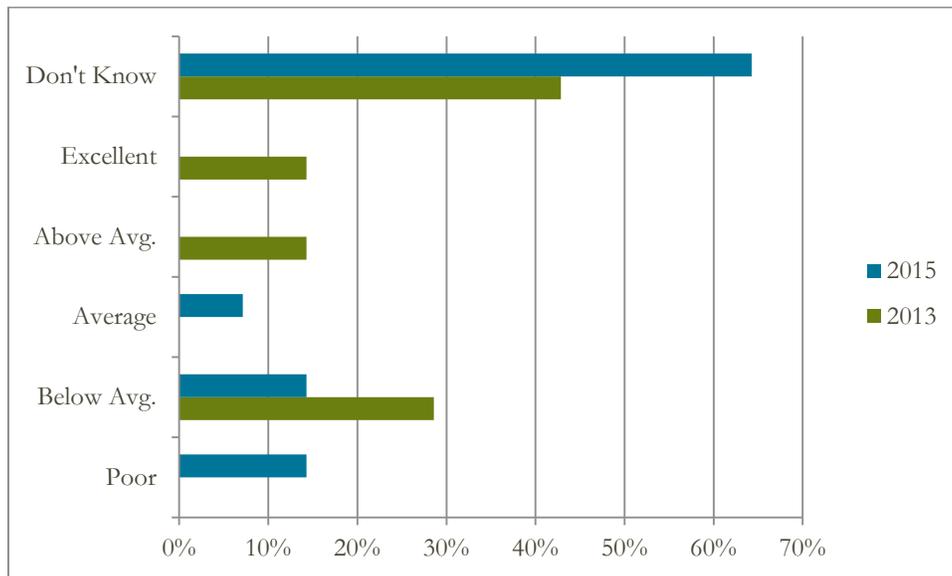
Figure 15 shows a similar trend in 2015. Most respondents did not know enough about ethnographic studies produced by the Program to provide an opinion (43%). Those that did ranked studies “Above Average”, “Average”, or “Below Average” (14% each). In 2013, a higher percentage of people rated ethnographic studies as “Above Average” or “Average” (29% and 24%), with 24% considering these “Excellent”.

Figure 15: Program Product Quality – Ethnographic Studies



Sixty-four percent of respondents stated that they did not know enough about the quality of publications in professional journals to characterize this work (Figure 16). All other respondents considered these “Average” (7%), “Below Average” (29%) or “Poor” (14%) in 2015. These results differ from opinions about publications in professional journals in 2013, where responses were equally divided between “Excellent” and “Above Average” (a combined 29%) and “Below Average” (29%).

Figure 16: Program Product Quality – Publications in Professional Journals



Again, most people did not know how to rank the quality of academic theses or dissertations in 2015 (71%, up from 50% in 2013) (Figure 17). Those that did rate the quality of academic products considered them “Average” (14%) or “Below Average” (14%). Responses were divided in 2013. People that ranked this topic considered academic materials either “Excellent” (17%) or “Below Average” (33%).

Figure 17: Program Product Quality – Academic Theses or Dissertations

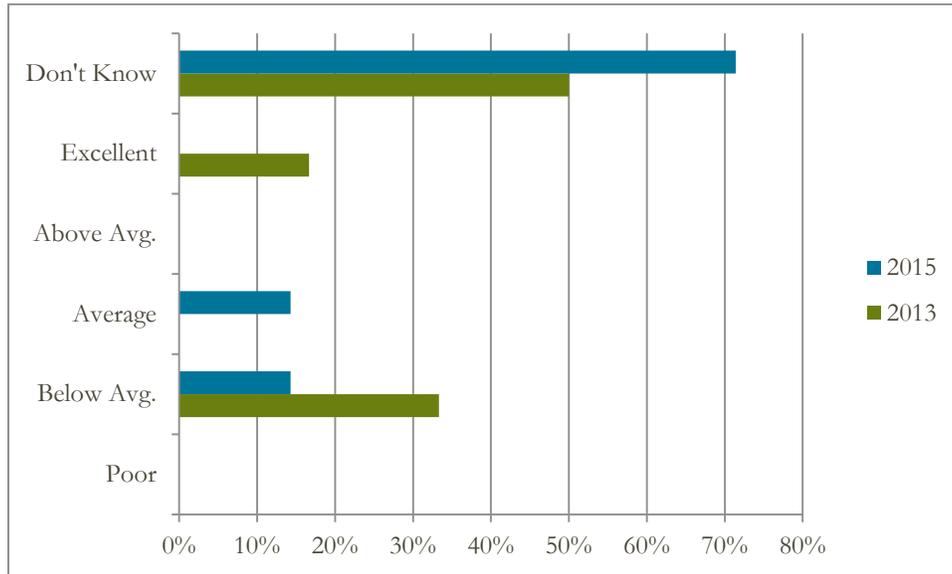
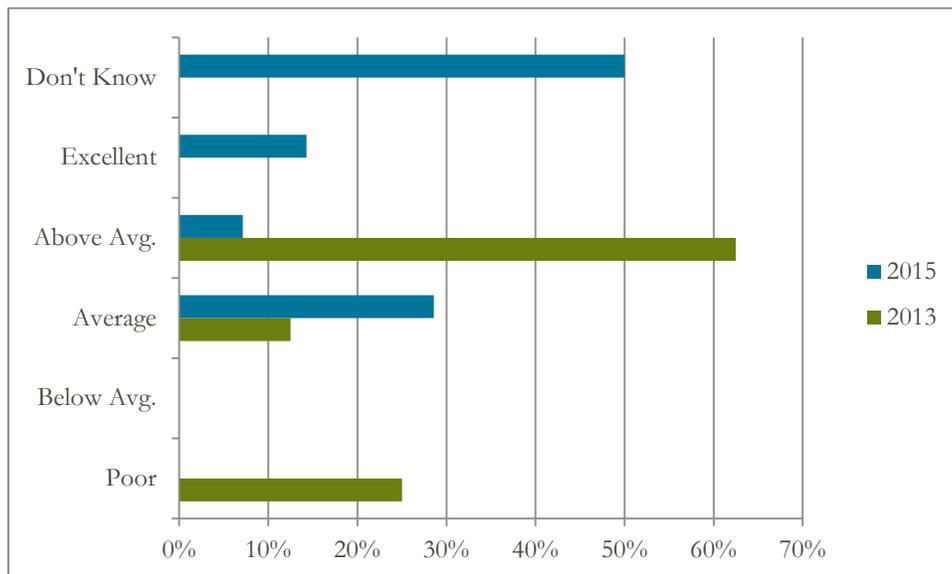


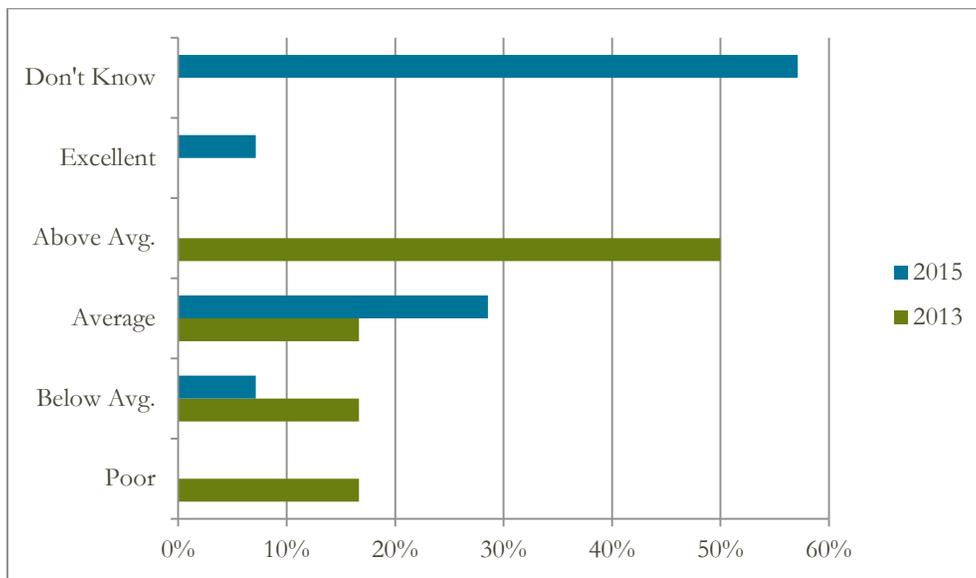
Figure 18 shows that most (50%) Program Participants did not know enough about informational brochures to rate their quality in 2015 (Figure 18). Those that did considered brochures “Average”, “Above Average”, or “Excellent”. In contrast to 2013 survey results, no one rated brochures “Below Average” or “Poor”.

Figure 18: Program Product Quality – Informational Brochures



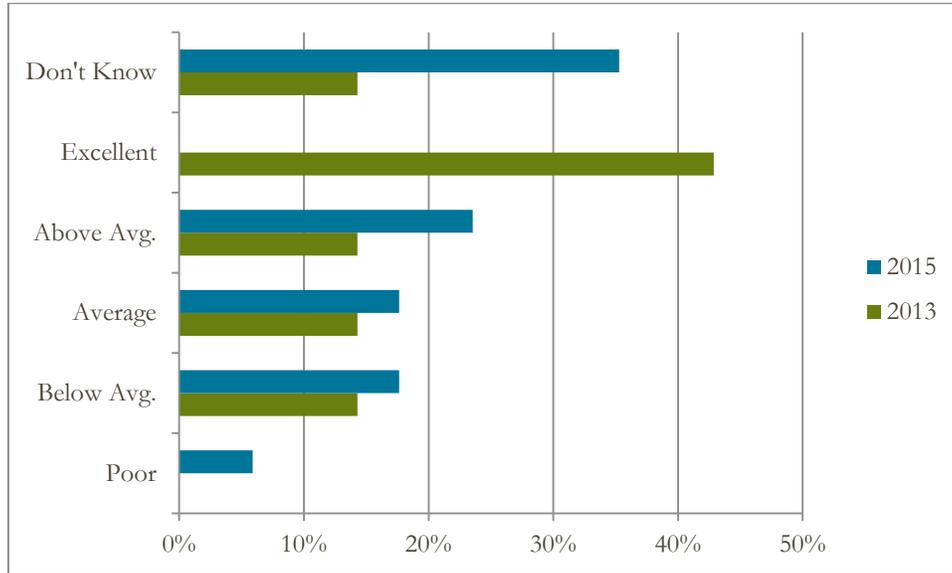
Opinions about Program posters also differed between 2013 and 2015 (Figure 19). In 2015, most respondents did not know enough about Program-related posters to evaluate their quality. Of those that did respond, 29% considered them “Average” (an increase from 17% in 2013). The response rate for “Below Average” and “Excellent” each received 7% of 2015 responses. In 2013, 50% of the Program Participants that took the survey rated posters “Above Average”, and “Average”, “Below Average” and “Poor” rankings each received 17% of the responses.

Figure 19: Program Product Quality – Posters



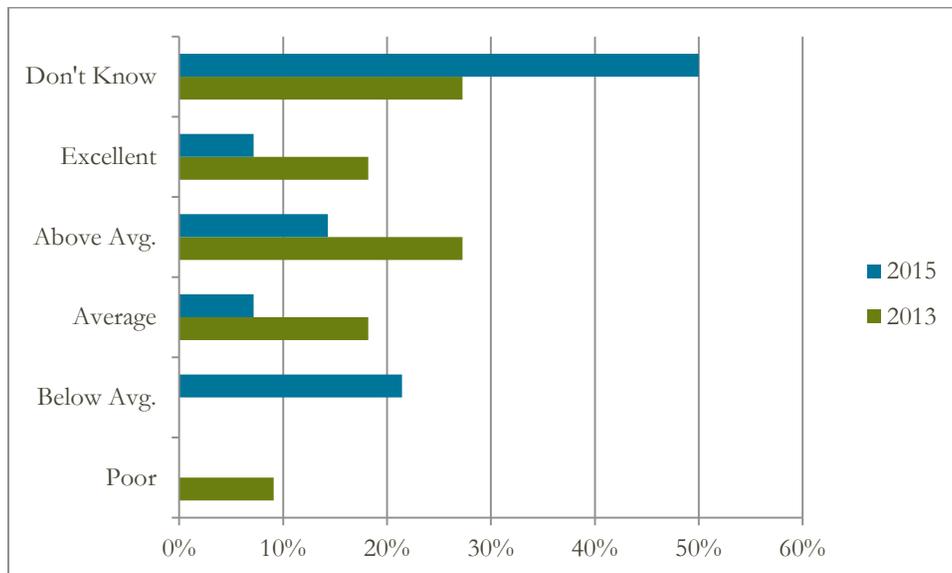
In 2015, more respondents that have enough knowledge of Program web sites to respond considered them “Above Average” (24%), “Average” (18%), or “Below Average” (18%) than in 2013. None ranked Program web sites as “Excellent” in 2015, a marked change from the 2013 survey results where 43% of Program Participants rated program web sites “Excellent”.

Figure 20: Program Product Quality – Websites



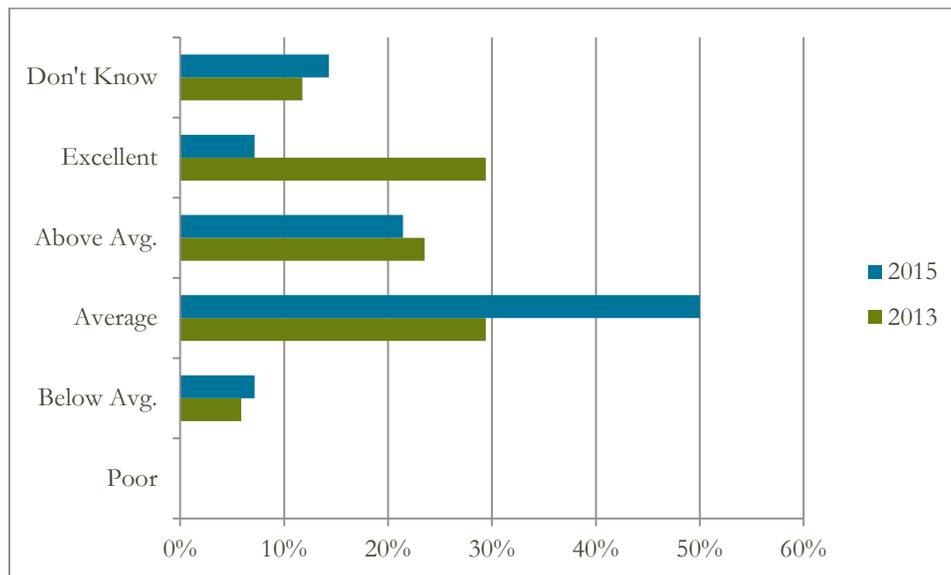
Most Program Participants (50%) that took the survey in 2015 responded that they did not know enough about interpretive short films (CDs/DVDs) to evaluate them (Figure 21). Those that did have a knowledge of short films produced with FCRPS Cultural Resource Program funds view films as “Excellent” (17%), “Above Average” (8%), or “Average” (25%). The number of “Average” ratings increased from 2013 (13%), but results generally indicate a diminished opinion of these Program produces over the past two years (38% of the 2013 respondents ranked films “Above Average” and “Excellent”).

Figure 21: Program Product Quality – Interpretive Short Films (CDs/DVDs)



Most people (50%) polled in 2015 thought Program Annual Reports were “Average” (Figure 22). Only 29% considered reports “Average” in 2013. More respondents also rated these reports “Below Average” (7% in 2015 and 6% in 2013). Fewer respondents considered Annual Reports “Excellent” or “Above Average” in 2015, indicating that Program consider the quality of Annual Reports to have declined.

Figure 22: Program Product Quality – Annual Reports



Question #13 (Q13): How could program services, items, products, and activities improve?

Question 13 asked respondents how Program services, items, products, and activities, could be improved. No respondents indicated that no improvement was needed in 2013 (two did in 2013), and four did not know how the products could improve (nine did in 2013). The “Key Points” section that follows summarizes statements made by Program Participants.

Key Points

- 2015 responses are more limited in scope than 2013. Commonalities in responses between the two years include:
 - Interest in streamlining bureaucratic processes
 - Need to improve communication and follow through
 - Request to emphasize community, ethnographic work, and tribal cultural resources over archaeology
 - Desire to increase Program funding
- More people in 2015 expressed interest in moving forward with innovative mitigations and treatments.

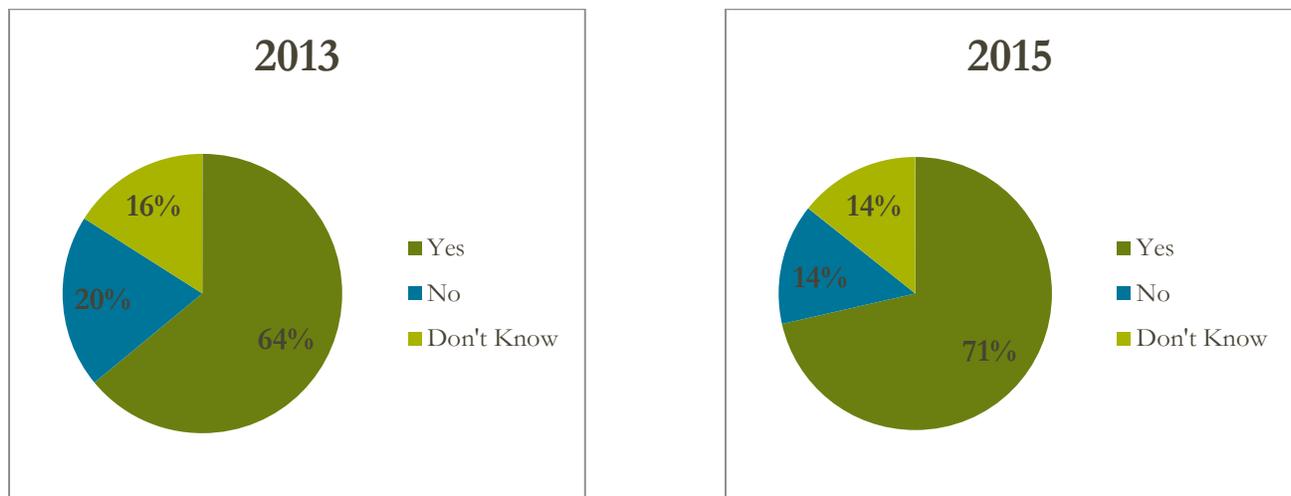
Cultural Resource Program Organization and Management

Survey questions 14–16 asked Program Participants to share their opinions about management of the FCRPS Cultural Resource Program.

Question #14 (Q14): Do you think “cooperating groups” are effective in coordinating FCRPS Cultural Resources Program activities?

Question #14 asked people if they thought Cooperating Groups were an effective means of coordinating Program activities (Figure 23). Responses changed little between 2013 and 2015. Seventy-one percent of respondents agreed that Cooperating Groups were an effective means of coordinating Program activities in 2015 (as compared with 64% in 2013), reflecting a slight improvement in Program Participant attitudes toward the utility of Cooperating Groups. Individuals that do not think Cooperating Groups are an effective means of coordinating the Program dropped from 20% to 14% in 2015. “Don’t know” responses changed from 16% to 14% in 2015.

Figure 23: Support for Cooperating Groups as an Effective Means of Coordinating Program Activities (n=25 in 2013, and n=14 in 2015)



Two follow-up questions asked respondents to describe why they thought Cooperating Groups are, or are not, an effective means of coordinating Program activities (Survey Question #15), and what type of organization or consulting format might work better (Survey Question #16). Responses are summarized in the Key Points sections that follow.

Question #15 (Q15): Why do you think “cooperating groups” are or are not an effective means of coordinating program activities?

Key Points

- 2015 responses indicate cooperating groups can be an effective means of face-to face communication, and give tribes an opportunity to voice their concerns to the agencies and share ideas. These groups can be less effective if multiple dams and/or tribes are involved in a group, and if an individual is pushing a personal agenda. These are similar to opinions expressed in 2013.
- 2013 statements related to blurring the line between formal consultation and technical recommendations, and confusion about roles and responsibilities and transparency in decision-making, were not expressed in 2015.

Question #16 (Q16): What, if any, type of organization or consulting format might work better (e.g. site visits, teleconferences, meetings at other locations, etc.)?

Key Points

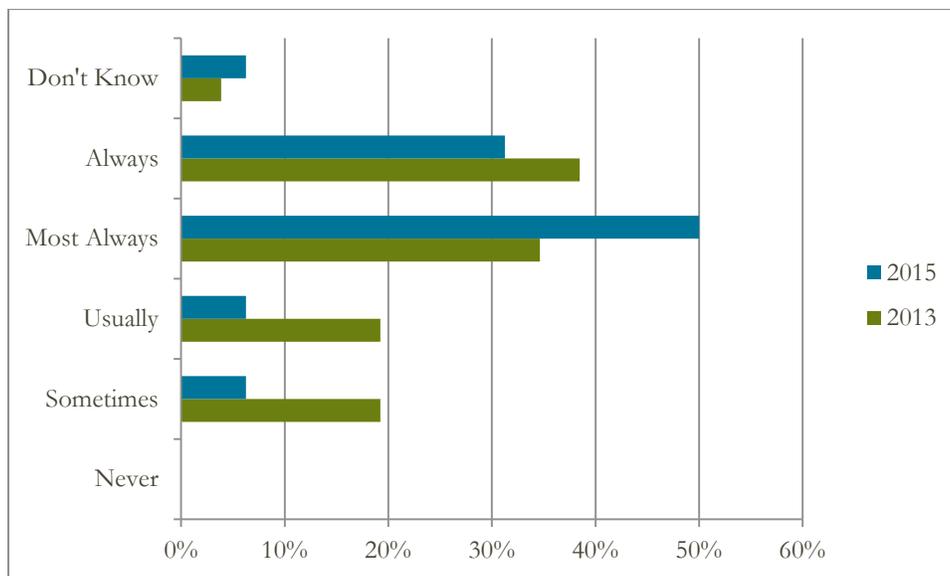
- 2015 responses indicate a desire for more site visits, and opportunities for tribes to meet individually with the federal agencies. People also encouraged better time management at meetings, and better staff support.
- Site visits was a similar theme in 2013, along with a desire for quarterly, individual tribal meetings.

Opinions about Lead Agency Staff and the Management of Cultural Resources

Question #17 (Q17): Thinking about the Lead Agency staff you most regularly work with, on a scale of 1 to 5, where 1 means ‘Never’ and 5 means ‘Always,’ how often do they...

Question 17 asked Program Participants to rate the Lead Agency staff that they work with most regularly on several indicators using a five-point scale, where 1 means “Never” and 5 means “Always”. When asked whether Lead Agency staff “Maintain respectful relationships with Program Participants” in 2015, respondents stated that this was the case “Most Always” (50%) or “Always” (31%). This is similar to responses provided in 2013, although fewer respondents selected “Always” as a response in 2015, and more selected “Most Always”. A lower percentage of respondents answered “Usually” and “Sometimes” in 2015, suggesting that opinions about respectful treatment improved over this two-year period (Figure 24).

Figure 24: Relationships, Coordination, and Program Support – Maintain Respectful Relationships with Program Participants (n=26 in 2013 and n=16 in 2015)



When asked whether agencies produced “well-coordinated work plans in 2015, most respondents answered “Most Always” (44%). This reflects little change since the 2013 survey was implemented. However, more people responded “Always” in 2015, and fewer responded “Usually” or “Sometimes”. This suggests a slight improvement in attitudes on the subject of “well-coordinated work plans” (Figure 25).

Figure 25: Relationships, Coordination, and Program Support – Have Well Coordinated Work Plans (n=26 in 2013 and n=16 in 2015)

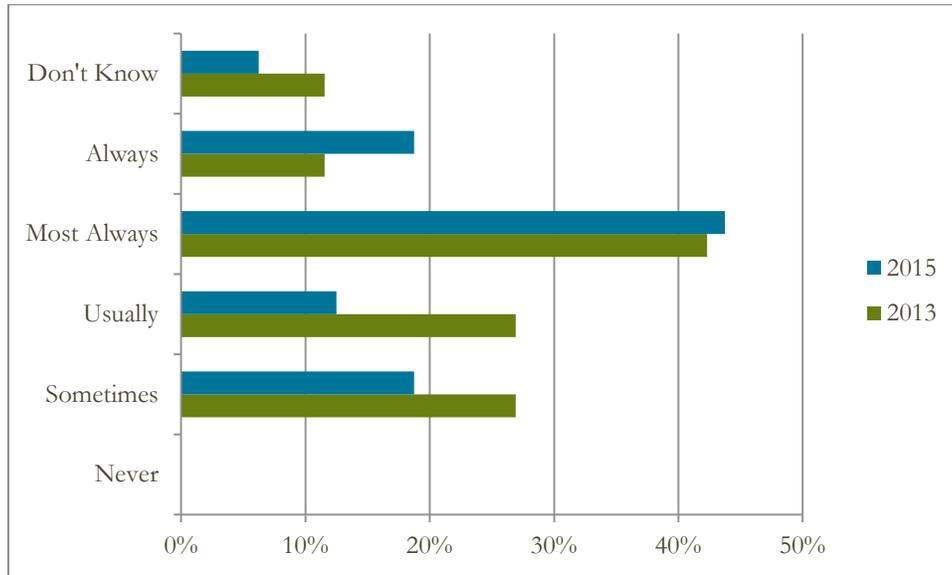
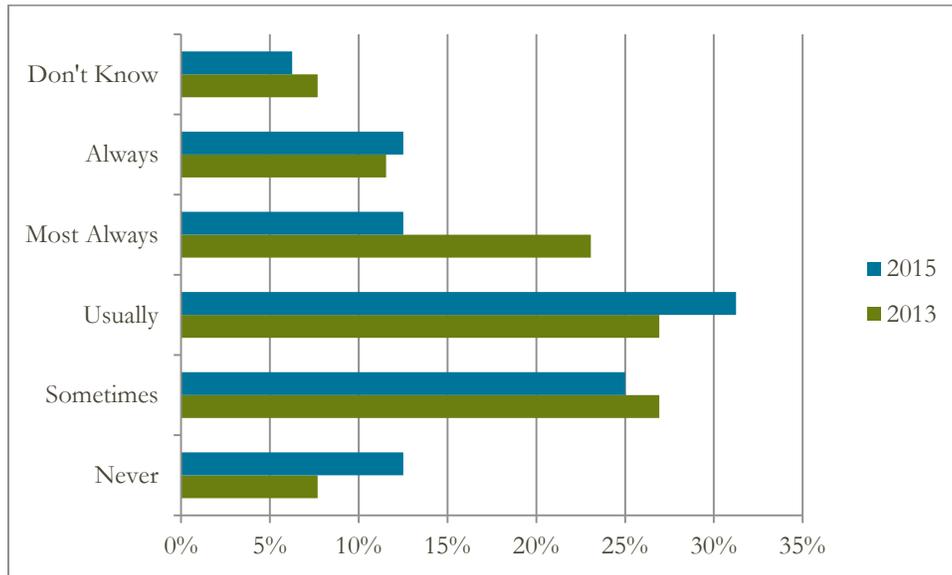


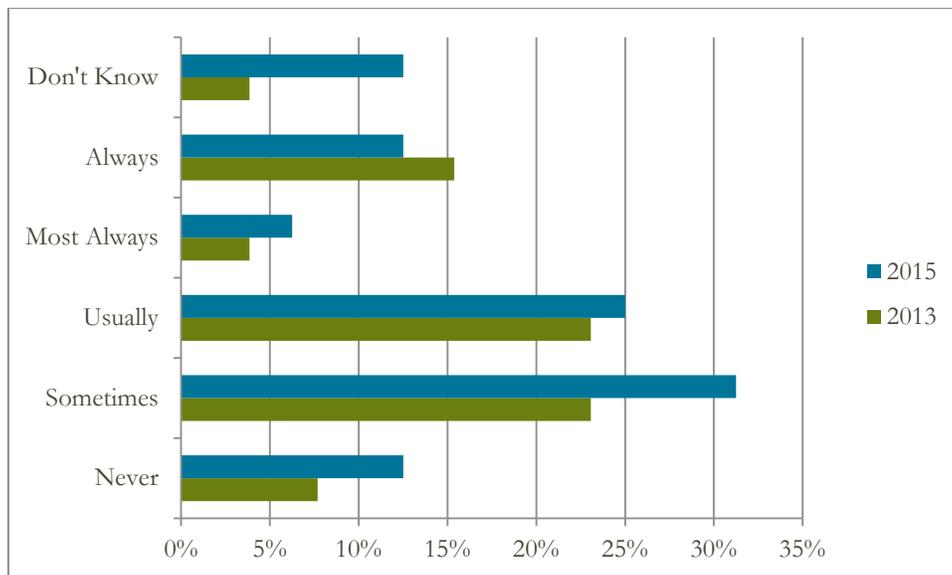
Figure 26 shows results for the section of Question #17 that asks Program Participants to consider whether Lead Agencies have enough staffing to accomplish Program work. The mixed results make a definitive statement about whether Program Participants consider staffing levels adequate difficult. Generally, 2015 responses were similar to 2013 responses with the exception of those rating staffing levels as “Most Always” adequate. Only 13% considered staffing levels “Most Always” adequate in 2015, which is a lower percentage than the 23% response rate in 2013. Equal percentages (13%) of respondents said that staffing levels are “Never” and “Always” adequate. Most respondents said staffing levels are “Usually” (31%) or “Sometimes” (25%) sufficient.

Figure 26: Relationships, Coordination, and Program Support – Have Enough Staffing to Accomplish Program Work (n=26 in 2013 and n=16 in 2015)



The final element of Question #17 asked Program Participants if there was enough funding to accomplish Program work. Figure 27 shows results for this category, and indicates that opinions are similar to those offered in 2015. Slightly more people responded that funding levels are “Most Always” (6%), “Usually” (25%), and “Sometimes” (31%) adequate in 2015 as compared with 2013. Fewer people thought there was “Always” (13%) enough funding, and more thought there was “Never” (13%) enough.

Figure 27: Relationships, Coordination, and Program Support –Have Enough Funding to Accomplish Program Work (n=26 in 2013 and n=16 in 2015)



Question #18 (Q18): Please provide any additional comments or specific comments you have regarding differences between Agencies

Respondents were also provided space to share additional comments they had regarding the differences between agencies. Key points from narrative statements are summarized below.

Key Points

- 2015 responses indicate survey participants have various opinions regarding each of the three federal agencies, and are unclear about the differing roles of each.
- This is a similar theme from 2013.
- It's notable that many 2015 responses do not related directly to the question asked.

Question #19 (Q19): What are the major disagreements over the management of cultural resources for your tribe or agency?

Question #19 asked respondents to list the major disagreements their tribe/agency has over the management of cultural resources. Four respondents reported not having any major disagreements in 2015 (down from six in 2013), and five didn't know (up from three in 2013). Key points made in narrative statements are summarized here.

Key Points

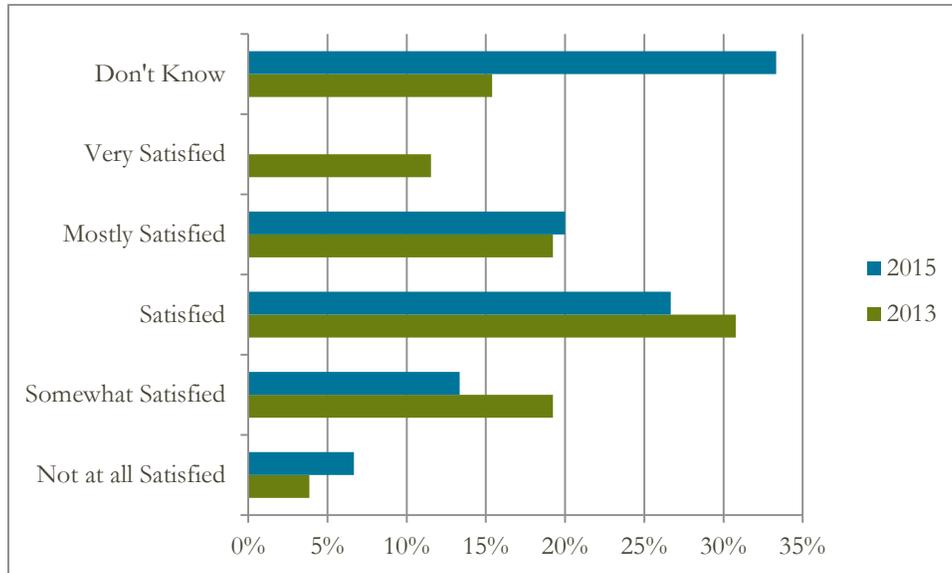
- Respondents identify several issues as contentious in 2015. These include:
 - Work prioritization
 - The Area of Potential Effects
 - The Decision-making process and Lead Agency staff not wanting to resolve difficult issues
- Responses differed slightly in 2013, where responses focused on:
 - Differing perspectives between the tribes and federal agencies
 - The need to emphasize mitigation
 - Confusion about roles and responsibilities

Question #20 (Q20): On a scale of 1 to 5, where '1' means 'Not at all Satisfied' and '5' means 'Very Satisfied,' how satisfied are you with the outcomes of conflict resolution processes in the cooperating group?

In 2015, most people indicated a neutral opinion of conflict resolution processes. Figure 28 shows most Program Participants "Don't Know" (33%) if conflict resolutions processes in cooperating groups have satisfactory outcomes. This is a much higher percentage than in 2013, where only 15% selected this response. No one stated that they were "Very Satisfied" with conflict resolution in 2015, indicating another change in attitudes about this subject (12% of respondents selected this answer in 2013). Responses for all other categories changed little in this two-year period. Twenty-seven percent of respondents stated that they were "Satisfied" with conflict resolution in 2015 (down from 31% in 2013),

and 20% said they were “Mostly Satisfied”. A combined 20% said they were “Somewhat Satisfied” or “Not at all Satisfied with conflict resolutions processes in 2015.

Figure 28: Level of Satisfaction with Conflict Resolution in Cooperating Group (n=26 in 2013 and n=15 in 2015)



Question #21 (Q21): How could conflict resolution improve?

Question #21 asked respondents to describe how they thought conflict resolution processes in Cooperating Group forums could improve. Key points are summarized below.

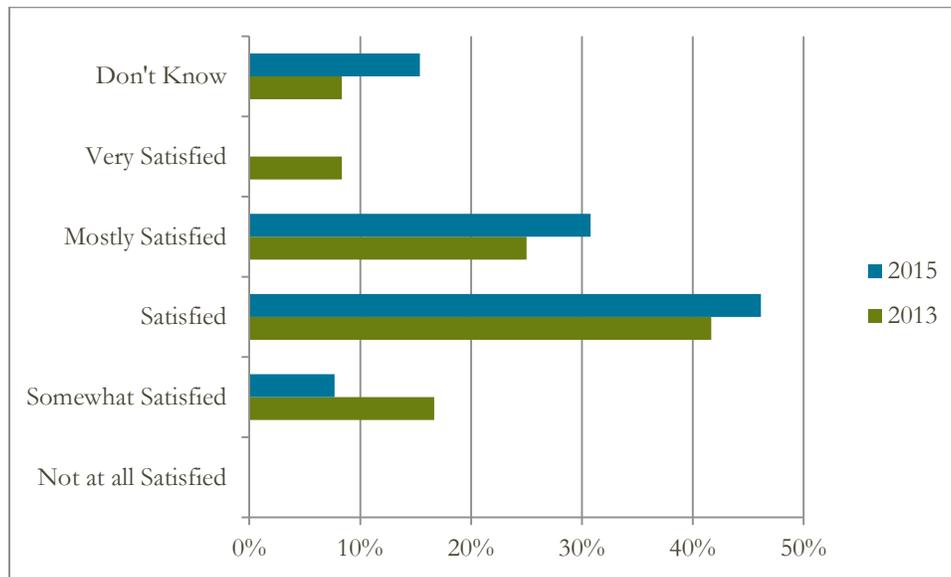
Key Points

- 2015 responses focused on the need for a clearly defined decision making/conflict resolution process, and access to Lead Agency decision makers.
- This is a reiteration of 2013 responses.

Question #22 (Q22): On a scale of 1 to 5, where ‘1’ means ‘Not at all Satisfied’ and ‘5’ means ‘Very Satisfied,’ how satisfied are you with the outcomes of technical consultations?

Question #22 asked respondents to indicate their level of satisfaction with outcomes of technical consultations (Figure 29). Again, 2015 respondents held neutral opinions about the outcomes of technical consultations, indicating that they were either “Satisfied” (46%) or “Mostly Satisfied” (31%). This represents a slightly improved opinion since the 2013 survey was implemented.

Figure 29: Level of Satisfaction with Technical Consultations (n=24 in 2013 and n=13 in 2015)



Question #23 (Q23): What could the program do to improve its relationships with FCRPS Cultural Resource Program participants?

Question #23 asked respondents what the Program could do to improve relationships with Program Participants. Responses are summarized in the Key Points section that follows.

Key Points

- 2015 responses focused on desire for improved communication, and to include tribal and community perspectives in planning. People also asked that decision making processes be clarified, and that “Up” and “Down” river perspectives not be misapplied. Some individuals through one-on-one conversations outside of Cooperating Group settings would be beneficial.
- This is similar to response in 2013.

Question #24 (Q24): How can the program be more responsive to the needs of program participants?

Question #24 asked how the Program could be more responsive to the needs of Program Participants. Responses are summarized in the Key Points section below.

Key Points

- 2015 responses indicate participants want increased transparency in issue resolution and decision-making processes; and to be more involved in decision-making processes (completion of the Systemwide Research Design was used as an example). People also wanted quicker resolution of disagreements.

- 2013 responses were similar, although funding was cited as a concern more frequently in 2013, and people expressed confusion about Lead Agency roles and responsibilities.

Question #25 (Q25): How can the program be more responsive to the needs of the public?

Key Points offered by Program Participants regarding how the Program can be more responsive to the needs of the public are listed below.

Key Points

- 2015 responses suggest the needs of public are not a high priority. However, participants also indicated they would like to explain to the public (particularly schools) how they benefit from the FCRPS Cultural Resource Program. They also expressed interest in improving web based products.
- This is consistent with 2013 responses that focused on educating the public about FCRPS, rather than meeting a public need.

Question #26 (Q26): What do you think the FCRPS Cultural Resource Program's overall strengths and weaknesses are?

The final survey question asked Program Participants to characterize the strengths and weaknesses of the FCRPS Cultural Resource Program. The main points of comments made are summarized below.

Key Points

- Strengths:
 - Strengths identified in 2015 include the collaborative nature of the Program, and inclusion of tribes and other partners in Program planning. People also expressed appreciation for Program funding, and NHPA section 106 accomplishments.
 - This is a reiteration of the 2013 responses, which identify the collaborative nature of the Program as a strength.
- Weaknesses:
 - Participants listed a variety of weaknesses in 2015 including, lack of understanding of tribal perspective by the agencies, lack of follow up and support from the agencies, and that agencies ignore the tribes' concerns (the Systemwide Research Design was used as an example). A lack of clarity about Lead Agency roles and responsibilities in the Program remains a weakness in 2015, and issue resolution processed need improvement.
 - Responses varied in 2013, but similar responses include the lack of follow up, and frustration with the pace of government bureaucracy.

Recommendations

Responses to the 2015 survey guide future FCRPS Cultural Resource Program implementation. Recommendations for improving Program products and relationships, and suggestions for improving future Program participant surveys are provided below.

Program Improvements

▪ **Relationships**

- **Communication and transparency:** clarify how Cooperating Group input is incorporated into plans; clarify work prioritization factors and processes; clearly state and document consensus decisions made in Cooperating Group meetings.
- **Issue/conflict resolution and decision making processes:** explain Lead Agency decision-making processes to Cooperating Group participants; define conflict resolution processes within Cooperating Groups, and between Cooperating Groups and Lead Agency staffs (consider having a facilitator present); shorten timeframes for answering Cooperating Group questions that are made by Lead Agency officials; continue face-to-face meetings and minimize teleconference calls; consider periodic one-on-one meetings with tribes for Cooperating Groups with multiple tribal participants.
- **Roles and responsibilities:** explain roles of different Lead Agencies in Cooperating Groups, for NHPA section 106 compliance, and for contracting.
- **Timeliness and follow through:** to the extent that the Program is able to do so, streamline NEPA reviews and other legal compliance processes (especially contracting process); make sure information is being shared for review and distributed to appropriate parties when complete.
- **General:** consider having more site visits, alternating meeting locations, etc.; improve management of Cooperating Group discussions by setting times for individual topics.

▪ **Program Products**

- **Improve access to program products:** create an annotated bibliography or database of available studies, reports, and site records for each dam/reservoir (include theme “tagging” to make this searchable by subject); make GIS data available (as appropriate); make digital copies of reports available to Program Participants (as appropriate).
- **Improve web sites/content:** make web sites more interactive; create a secure web site to improve data sharing for Cooperating Group members.
- **Public Information/Education:** Expand public information and education efforts and products.
- **Program Emphasis:** Complete more mitigation work; conduct more ethnographic studies and oral histories.
- **Mitigation/Treatment:** Innovate to create more holistic products that incorporate information from existing work items such as survey, monitoring, and ethnographic

products; consider mitigations such as land acquisitions, funding cultural and/or language programs, developing educational curricula.

Survey Implementation

- Delete question #12 – it's redundant with content in question #11.
- Clarify that question #19 refers to conflict resolution processes in Cooperating Groups.
- Consider extending timeframe for implementing the next survey to five years.

References

Conklin, T., A. Johnson, and Debi Elliott

2013 Participant Client Web Survey Results Report. Prepared for Bonneville Power Administration, the Bureau of Bureau of Reclamation, and the Army Corps of Engineers FCRPS Cultural Resource Program.

Appendix A: Program Participant Survey

Q1: The first four questions are optional. If provided, this information will be held strictly confidential. If you prefer not to answer, please click 'Next.' Please tell us about the tribe, agency, or organization you are affiliated with. What type of organization do you represent?

- Community College (1)
- Dam Office or Visitor Center (2)
- Library (3)
- Local Museum or Interpretive Center (4)
- Public Utility (5)
- Public School (6)
- State Museum (7)
- Tribal Museum (8)
- University or College (9)
- Federal Agency (10)
- State Agency (11)
- Local Government (12)
- Other (please specify) (13) _____

Q2: What state is your organization located in?

- Idaho (1)
- Montana (2)
- Oregon (3)
- Washington (4)

Q3: How long have you been involved with your Tribe, Agency, or Organization's cultural resource program?

- Less than 1 year (1)
- 1 to less than 5 years (2)
- 5 to less than 10 years (3)
- 10 years or more (4)

Q4: What type of job do you perform within your Tribe, Agency or Organization's cultural resource program?

Q5: In what way, if any, do you participate in the Federal Columbia River Power System (FCRPS) Cultural Resource Program? Please select all that apply.

- I do not currently participate in the program (1) => **SECT2**
- I represent my tribe/agency in Cooperating Groups (2)
- I participate in the Systemwide Conference (3)
- My tribe/agency participates as a consulting party under Section 106 of NHPA (National Historic Preservation Act) (4)
- I distribute FCRPS program products such as brochures, posters, and other media to the public (5)
- My tribe/agency serves as a repository for FCRPS artifact collections (6)
- My tribe/agency uses technical reports and other program products (7)
- I work under an FCRPS Cultural Resource Program contract (11)
- Other (please specify): (8) _____
- Don't Know (9)

If "I do not currently participate in the program" Is Selected, Then Skip to **SECT2**

Q6: This first set of questions asks about services, items, products, and activities resulting from FCRPS Cultural Resource Program implementation. What items and products do you or your tribe/agency currently use or benefit from? Please select all that apply.

- Artifact collections and records (1)
- Technical reports (2)
- Site records (3)
- GIS data/maps (4)
- Oral histories (5)
- Ethnographic studies (6)
- Publications in professional journals (7)
- Academic theses or dissertations (8)
- Informational brochures (9)
- Posters (10)
- Websites (11)
- Interpretive short films (CDs/DVDs) (12)
- Public presentations (13)
- Interpretive exhibits (14)
- Annual Reports (15)
- Other (please specify) (17) _____
- None of the above (18) => **SECT2**
- Don't Know (19) => **SECT2**

If "*None of the above*" OR "*Don't Know*" Is Selected, Then Skip to **SECT2**.

Q7: Which program services, items, products, and activities do you and your tribe/agency find to be most valuable or useful?

- _____(1)
- Don't Know (2)

Q8: How are program services, items, products, and activities generally used by your organization?

- _____(1)
- Don't Know (2)

Q9: What could be done to make program services, items, products, and activities more accessible to your tribe/agency?

Answer If **Q5** “*I do not currently participate in the program*” Is Selected

SECT2: Below is a list of products and items resulting from FCRPS Cultural Resource Program implementation.

Q10: What program services, items, products, and activities would you and your tribe/agency be interested in using in the future? Please select all that apply.

- Artifact collections and records (1)
- Technical reports (2)
- Site records (3)
- GIS data/maps (4)
- Oral histories (5)
- Ethnographic studies (6)
- Publications in professional journals (7)
- Academic theses and dissertations (8)
- Informational brochures (9)
- Posters (10)
- Websites (11)
- Interpretive short films (CDs/DVDs) (12)
- Public presentations (13)
- Interpretive exhibits (14)
- Annual Reports (15)
- Other (please specify): (16) _____
- None of the above (17)
- Don't Know (18)

Answer If **Q6** “None of the above” And **Q6** “Don’t Know” Is Not Selected

Q11: On a scale of 1 to 5, where ‘1’ means ‘Poor’ and ‘5’ means ‘Excellent,’ how would you rate the quality of each of the program items, products, or activities listed below?

[In the chart below, only the items select in **Q6** appeared for respondents to rate.]

	Poor (1)	(2)	(3)	(4)	Excellent (5)	Don't Know (6)
Archaeological site stabilization (1)	<input type="radio"/>					
<i>[Item Appeared for Everyone]</i>						
Artifact collections and records (2)	<input type="radio"/>					
Technical reports (3)	<input type="radio"/>					
Site records (4)	<input type="radio"/>					
GIS data/maps (5)	<input type="radio"/>					
Oral histories (6)	<input type="radio"/>					
Ethnographic studies (7)	<input type="radio"/>					
Publications in professional journals (8)	<input type="radio"/>					
Academic theses or dissertations (9)	<input type="radio"/>					
Informational brochures (10)	<input type="radio"/>					
Posters (11)	<input type="radio"/>					
Websites (12)	<input type="radio"/>					
Interpretive short films (CDs/DVDs) (13)	<input type="radio"/>					
Public presentations (14)	<input type="radio"/>					
Interpretive exhibits (15)	<input type="radio"/>					
Annual reports (16)	<input type="radio"/>					
<i>[Open End Text Response from Q6]</i> (17)	<input type="radio"/>					

Answer If Q6 “None of the above” Or “Don’t Know” Is Selected

Q12: On a scale of 1 to 5, where ‘1’ means ‘Poor’ and ‘5’ means ‘Excellent,’ how would you rate the quality of archaeological site stabilization?

- Poor (1)
- (2)
- (3)
- (4)
- Excellent (5)
- Don't Know (6)

Answer If **Q6** ” *None of the above*” And “*Don't Know*” Is Not Selected

Q13: How could program services, items, products and activities improve?

- _____(1)
- No Improvement Needed (2)
- Don't Know (3)

Q14: The next set of questions address how the program is organized and managed. Do you think “cooperating groups” are effective in coordinating FCRPS Cultural Resources Program activities?

- No (1)
- Yes (2)
- Don't Know (3)

Q15: Why do you think “cooperating groups” are or are not an effective means of coordinating program activities?

Q16: What, if any, type of organization or consulting format might work better (e.g. site visits, teleconferences, meetings at other locations, etc.)?

Q17: Thinking about the Lead Agency staff you most regularly work with, on a scale of 1 to 5, where 1 means ‘Never’ and 5 means ‘Always,’ how often do they...

Note: Lead Agencies include the Bonneville Power Administration, the Bureau of Reclamation, and the U.S. Army Corps of Engineers.

	Never (1)	(2)	(3)	(4)	Always (5)	Don't Know / Not Applicable (6)
Maintain respectful relationships with program participants (1)	<input type="radio"/>					
Have well-coordinated work plans (2)	<input type="radio"/>					
Have enough staffing to accomplish program work (3)	<input type="radio"/>					
Have enough funding to accomplish program work (4)	<input type="radio"/>					

Q18: If needed, please provide any additional comments or specific comments you have regarding differences between Agencies in the box below:

Q19: What are the major disagreements over the management of cultural resources for your tribe or agency?

- _____(1)
- No major disagreements (2)
- Don't Know (3)

Q20: On a scale of 1 to 5, where ‘1’ means ‘Not at all Satisfied’ and ‘5’ means ‘Very Satisfied,’ how satisfied are you with the outcomes of conflict resolution processes in the cooperating group?

- Not at all Satisfied (1)
- (2)
- (3)
- (4)
- Very Satisfied (5)
- Don't Know (6)

Q21: How could conflict resolution improve?

- (1) _____
- Don't Know / Not Applicable (2)

Q22: On a scale of 1 to 5, where '1' means 'Not at all Satisfied' and '5' means 'Very Satisfied,' how satisfied are you with the outcomes of technical consultations?

- Not at all Satisfied (1)
- (2)
- (3)
- (4)
- Very Satisfied (5)
- Don't Know (6)

Q23: What could the program do to improve its relationships with FCRPS Cultural Resource Program participants?

- _____(1)
- Nothing (2)
- Don't Know / Not Applicable (3)

Q24: How can the program be more responsive to the needs of program participants?

- _____(1)
- Don't Know (2)

Q25: How can the program be more responsive to the needs of the public?

- _____(1)
- Don't Know (2)

Q26: Finally, what do you think the FCRPS Cultural Resource Program's overall strengths and weaknesses are?

- _____(1)
- Don't Know (2)

END: Thank you for completing the survey!

Please click "Submit" below to submit your completed survey.

If you have additional comments about this survey, please type them in the box below:

Appendix B: Program Participant Email Invitations

Program Participant Initial Invitation

Subject: FCRPS Cultural Resource Program Survey

Sent: October 13, 2015

Please help us improve our program by taking a short survey! In May of 2013, the Lead Federal Agencies for the FCRPS Cultural Resource Program invited you to provide feedback by answering some survey questions. Questions were designed to gather information about the types of program products that you found most useful, and the types of products you hoped to create and use in the future. We also asked questions about your working relationships with Lead Federal Agency staff at the Corps, Reclamation, and BPA. We posted a summary of the survey results on the FCRPS Cultural Resource Program web site.

Please accept this invitation to take the survey again by clicking on the "SURVEY" button below. The survey contains the same questions you answered in 2013, but the format has changed slightly. The survey will be available through October 30, and should take between 15 and 30 minutes to complete. If people are not able to access the on-line version of the survey, we can send a hard copy to you.

Please feel free to contact any one of the FCRPS Cultural Resource Program Managers if you need assistance or have questions. Our contact information follows.

Kristen Martine, 503-230-3607, kdmartine@bpa.gov

Gail Celmer, 503-808-3850, Gail.C.Celmer@USACE.army.mil

Sean Hess, 208-378-5316, SHess@usbr.gov

We encourage you to forward this invitation to anyone in your organization that you think should be provided with an opportunity to take the survey. Thanks for your participation!

-Kristen Martine

FCRPS Cultural Resource Program Manager

Bonneville Power Administration

Program Participant Reminder Email 1

Subject: Reminder: FCRPS Cultural Resource Program Survey

Sent: October 26, 2015

Good morning!

We recently sent you an invitation to take a survey about the FCRPS Cultural Resource Program. The survey closes on October 30th (that's this Friday!), and we'd really like to hear from you. If you have a spare 20 minutes this week, please click on the link below and let us know how we're doing.

If you have already taken the survey, thanks for your participation!

-Kristen

Kristen Martine
FCRPS Cultural Resource Program Manager
Bonneville Power Administration

Program Participant Reminder Email 2

Subject: Final Reminder: FCRPS Cultural Resource Program Survey

Sent: October 30, 2015

Good morning FCRPS Cultural Resource Program Participants!

Today is your last chance to take the 2015 program survey. We'd really like your opinions about the program, please take a few minutes out of your day to provide us with some feedback.

Thanks!

Kristen Martine
FCRPS Cultural Resource Program Manager
Bonneville Power Administration

Appendix C: Program Participant Email Request to Resubmit Question #10

Subject: FCRPS Cultural Resource Program 2015 Survey

Sent: November 17, 2015

Greetings!

And thank you for participating in the 2015 FCRPS Cultural Resource Program Survey! We've been slowly assembling the results, and have noted (thanks to your comments) that there was a glitch in question #10, "What program services, items, products, and activities would you and your tribe/agency be interested in using in the future? Please select all that apply". As one of you noted in your response to this question, "the monkey would not allow multiple selections", and should have in this case.

Some of you worked around this by simply listing the various items you would like to produce in the future in your narrative response. Thanks for that! If you haven't already provided a list of items you'd like to use in the future, and still wish to share that information, please fill out the Q10 attachment and send it back to me by the end of November. The form should (in theory) allow multiple selections.

Thanks again for your time and insights. We really appreciate your feedback about the program!

-Kristen

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