



Final Charter
September 8, 2009

Guiding Principles

The Members of the Dungeness Crab Task Force (DCTF) unanimously agree with the following:

1. All Members will attempt to achieve outcomes that serve the best interest of the entire Dungeness crab industry while mitigating negative impacts to his/her respective interests;
2. All Members will maintain an open mind, and consider all perspectives before voting on a DCTF recommendation;
3. The DCTF includes participants from the previous Dungeness Crab Steering Committee (Committee). The Committee was a group of people selected to discuss and develop text that was used in the creation of Dungeness crab legislation (ultimately referred to as Senate Bill 1690 and described below);
4. All participants of the Committee serving on the DCTF unanimously recall that the Committee intended for “ex officio” Members of the DCTF to be non-voting Members.
5. Current ex officio Members of the DCTF unanimously agree that they understood ex officio status on the DCTF to mean “non-voting”;
6. Current ex officio Members of the DCTF unanimously agree to abstain during voting on DCTF recommendations to the Legislature (as described below).

Section 1. Background

Senate Bill 1690 (SB 1690), sponsored by the office of California State Senator Patricia Wiggins, is designed so that a broad set of stakeholder interests representing major crab ports throughout the state can evaluate current management measures and provide recommendations on future management of the Dungeness crab fishery. The bill was signed into law by Governor Schwarzenegger in September 2008 and designates the development and establishment of a DCTF. The work of the DCTF is expected to take place during the course of several meetings held in various crab fishing regions in the state. DCTF meetings will take place between May 2009 and January 2010, with the goal of making recommendations on Dungeness crab management measures by January 15th, 2010. Elected and appointed DCTF Members are identified in Table 1.

Table 1. Membership of the Dungeness Crab Task Force

Elected Commercial Fishing Members – 17 Total			
Representative	Port	Production level	Vessel
Bill DeBacker	Crescent City	Lower	F/V She N I and F/V Jard
Lee Wilson	Crescent City	Lower	F/V Gold Coast
Brett Fahning	Crescent City	Upper	F/V Rogue
Gerry Hemmingsen	Crescent City	Upper	F/V Pollux
Mike Zamboni	Trinidad	Not-specified	F/V Lucky 50
Don Standley	Eureka	Lower	F/V Terry S
Michael Cunningham	Eureka	Upper	F/V Sally K

William Forkner	Fort Bragg	Lower	F/V Shirley and F/V Audrey
Vince Doyle	Fort Bragg	Upper	F/V Verna Jean
Stan Carpenter	Bodega Bay	Lower	F/V Sandy B
Chris Lawson	Bodega Bay	Upper	F/V Seaward
Lawrence Collins	San Francisco	Lower	F/V Autumn Gale
John Atkinson	San Francisco	Upper	F/V New Rayann
Jim Anderson	Half Moon Bay	Lower	F/V Alliane
Geoff Bettencourt	Half Moon Bay	Upper	F/V Moriah Lee
William "Bill" Blue	South of Half Moon Bay	Not-specified	F/V Morning Light
Randy Smith	Non-resident	Not-specified	F/V Mistasea

38

Appointed Members – 10 Total (including 5 Ex officio)	
Representative	Interest group
Ben Sleeter	Sport Fishing
Kevin McKernan	Sport Fishing
Bill Carvalho	Crab Processing
Paul Johnson	Crab Processing
Roger Thomas	Commercial Passenger Fishing Vessel (CPFV) – F/V Salty Lady
Rich Young	ex officio - Non-governmental organization (Crescent City Harbormaster)
Johanna Thomas	ex officio - Non-governmental organization (Environmental Defense Fund)
Jim Waldvogel	ex officio - Sea Grant
Steve Riske	ex officio - Department of Fish and Game
Brooke McVeigh	ex officio - Department of Fish and Game

39

40 **Section 2. Task Force Purpose, Deliverables, Timeline, and Process**

41

42 Task Force Purpose

43 According to SB 1690, the DCTF shall, among other things, do the following:

44

45 1. Under the guidance of a professional facilitator hired by the Ocean Protection Council
 46 (OPC) for this purpose, review and evaluate Dungeness crab management measures with
 47 the objective of making recommendations to the Joint Committee on Fisheries and
 48 Aquaculture, the Department of Fish and Game (DFG), and the Fish and Game
 49 Commission no later than January 15, 2010.

50

51 2. Make recommendations on the need for a permanent Dungeness crab advisory committee,
 52 refining sport and commercial Dungeness crab management, establishing a Dungeness
 53 crab marketing commission, and the need for statutory changes to accomplish task force
 54 objectives.

55

56 3. In considering Dungeness crab management options, prioritize the review of pot limit
 57 restriction options, harvest allocation, current and future sport and commercial fishery
 58 effort, season modifications, essential fishery information needs, and short- and long-
 59 term objectives for improved management.

60

61 4. Establish subcommittees of specific user groups from the task force Membership, if
 62 needed, to focus on issues specific to sport fishing, commercial harvest, or crab
 63 processing. The subcommittees shall report his/her recommendations, if any, to the task
 64 force.

65
66 5. Forward recommendations to the Joint Committee on Fisheries and Aquaculture, the
67 department, and the commission upon an affirmative vote of at least two-thirds of the
68 task force Members (DCTF voting procedures are discussed below).
69

70 *Meeting Task Force Deliverables*

71 The Facilitation Team will coordinate with OPC, and directly engage the DCTF in a phased
72 approach to meet the aforementioned legislatively mandated deliverables. Following the last
73 meeting, a report will be drafted by the Facilitation Team. A draft of this report is expected to be
74 distributed to DCTF Members for review and comment in late December 2009. A final report
75 will be written and forwarded to regulators and the legislature by January 15, 2010. This
76 timeline is subject to change.
77

78 *Legal compliance*

79 All work of the DCTF will be in compliance with the Bagley-Keene Open Meeting Act of 2004.
80 The Facilitation Team, participating state agencies, and DCTF Members are expected to
81 maintain familiarity and compliance with all aspects of the act as it applies to the work of the
82 DCTF.
83

84 **Section 3. DCTF Organization, and Roles and Responsibilities**

85
86 SB 1690 required the composition of the DCTF to include 27 Members representing the
87 following interests: seventeen elected Members representing commercial fishing interests; two
88 Members representing sport fishing interests; two Members representing crab processing
89 interests; one Member representing commercial passenger fishing vessel (CPFVs) interests; two
90 Members representing nongovernmental organization (NGO) interests; one representative of Sea
91 Grant; and two representatives of the DFG. (See Table 1. Membership of the Dungeness Crab
92 Task Force)
93

94 3.1.1 DCTF Members- Collectively, Members of the DCTF will provide recommendations on
95 Dungeness crab management issues and topics including, but not necessarily limited to,
96 those listed in SB 1690, as well as the content of the final report. Members have
97 responsibilities to:

98 3.1.1.1 Identify, assess, and review: meeting topics, DCTF informational needs, and sources of
99 information that are relevant and appropriate to DCTF discussions and recommendations,
100 and draft and final DCTF deliverables;

101 3.1.2 Be fully engaged in DCTF activities;

102 3.1.3 Arrive at each meeting prepared to discuss agenda items. This includes reviewing
103 materials and information distributed in advance of the meeting;

104 3.1.4 Represent the perspectives and interests of his/her respective constituencies and or
105 organizations. Be available to his/her constituencies and/or organizational colleagues
106 between DCTF meetings. Keep his/her organizations and/or constituents informed about
107 the DCTF process, discussions, and recommendations through various means of
108 networking and interaction, as appropriate;

109 3.1.5 Negotiate with other DCTF Members to evaluate and decide among various alternatives;

110 3.1.6 Serve on topic or geographic-specific Workgroups (as allowed by the legislation – See
111 below for further description);

- 112 3.1.7 Work in partnership with an Alternate Member (Alternate) (see below for further
113 description) including but not limited to providing regular updates of DCTF activities,
114 including Alternates in discussions and consideration of pending DCTF
115 recommendations and decisions, ensuring that the Alternate is prepared to represent the
116 perspective of the organization and/or constituency at a DCTF meeting or Workgroup
117 Meeting; and
118 3.1.8 Attend each meeting (as feasible) and notify the Facilitation Team and OPC staff as soon
119 as possible if they can not attend.
120

121 In the event that an elected commercial fisherman Member must step down, or chooses to step
122 down from DCTF, that Member's service will be provided by an Alternate (see Section 3.2). The
123 Alternate will fulfill all the elected Member's responsibilities, as consistent with the Member's
124 perspective on any voting issues. The Facilitation Team will confirm shared perspective
125 between the Alternate and the elected Member and will report and memorialize this during a
126 DCTF decision process.
127

128 In the event that an appointed Member must step down, or chooses to step down from DCTF
129 service, that Member must be replaced by his/her Alternate (if one exists).
130

131 **3.2 Alternates-** DCTF Members **representing commercial fishing interests** will identify an
132 Alternate due to his/her respective busy schedules, the frequency of DCTF meetings, and the
133 critical importance of ensuring commercial fishing representation at all meetings. Each
134 commercial fishing Member will propose his/her own Alternate. Members will notify OPC in
135 writing once an Alternate has been selected. OPC will forward a list of selected Alternates to the
136 entire DCTF. Criteria for the selection of an Alternate will include, but not be limited to the
137 following:
138

- 139 3.2.1 Only one Alternate will be selected for each elected Member position;
140 3.2.2 The Alternate is based out of the same port that the primary Member was elected to
141 represent;
142 3.2.3 For commercial fishing representatives, the Alternate is a permit holder and represents
143 the same production tier as the primary Member was elected for;
144 3.2.4 The Alternate demonstrated previous interest or experience in seeking involvement
145 and/or participation with the DCTF;
146 3.2.6 The Alternate demonstrates a willingness to serve on the DCTF and meet the roles and
147 responsibilities of the primary Member, outlined in section 3.1;
148 3.2.7 The Alternate demonstrates a commitment to coordinate with other stakeholders in
149 his/her respective port as outlined in section 3.1; and
150 3.2.8 The Alternate is willing to vote on behalf of the Member
151

152 The role of an Alternate is to attend meetings that his/her respective DCTF Member cannot
153 attend, participate on his/her respective DCTF Member's behalf, work collaboratively with
154 his/her respective Member as well as other DCTF Members to provide recommendations/make
155 decisions/vote on agenda items only, and negotiate on behalf of his/her respective DCTF
156 Member and stakeholders when the Member can not be present. When an Alternate must miss a
157 meeting, they will notify his/her Member, the Facilitation Team and OPC staff as soon as
158 possible before a meeting. The DCTF will not spend meeting time to provide background on
159 any agenda items (historical data/information) for an Alternate, since Alternates are expected

160 to be fully educated by his/her respective DCTF Member and/or the Facilitation Team prior to
161 the meeting they are attending.

162
163 The Alternate is encouraged to attend as many DCTF meetings as possible, including those
164 attended by his/her DCTF Member, and to visit the DCTF website for meeting summaries and
165 background.

166
167 DCTF Members **representing noncommercial fishing interests** (including those representing
168 sport fishing interests, crab processing interests, commercial passenger fishing vessel interests,
169 non-governmental organization interests, Sea Grant, and the DFG) are strongly encouraged to
170 identify Alternates for reasons identical to those listed above for commercial representatives.
171 Non-commercial fishing interest Alternates will fulfill the same roles and responsibilities as
172 listed above in Section 3.2 for commercial Alternates.

173
174 3.3 DCTF Facilitation Team- Facilitation services will be provided to support the DCTF
175 meetings. The Facilitation Team serves as a “third party neutral” whose primary responsibility is
176 to ensure an open process where all Members’ interests, and opinions are heard and thoughtfully
177 considered. Specific responsibilities of the Facilitation Team include:

- 178
- 179 3.3.1 Design and conduct a process (consistent with SB 1690) whereby the DCTF can discuss
180 legislatively required topics and other issues, and make decisions/recommendations (see
181 Task Force Purpose – Item 1). This process will ultimately be based on a 2/3 majority
182 vote of all DCTF Members but may also include consensus decision methods (see
183 below);
- 184 3.3.2 Facilitate all DCTF meetings;
- 185 3.3.3 Provide Members with the necessary skills and advice to negotiate in his/her self-interest;
- 186 3.3.4 Provide Members with skills and advice to collect and represent the interests of
187 stakeholders in his/her respective ports;
- 188 3.3.5 Apply collaborative, interest-based negotiation methods that foster openness and identify
189 areas of preliminary and final agreement;
- 190 3.3.6 Integrate new information and data to inform Members’ discussion and the negotiation
191 process;
- 192 3.3.7 Prepare and provide oversight of meeting agendas and summaries, in consultation with
193 OPC staff and Members;
- 194 3.3.8 Prepare a draft report for comment and a final report that captures the recommendations
195 of the DCTF;
- 196 3.3.9 Provide orientation to new Members; and
- 197 3.3.10 As project budget and time permits, the Facilitation Team will meet (in person or via
198 telephone) with the Member and Alternate to ensure shared understanding of the
199 Member’s perspectives about any items due for discussion at the pending meetings.

200
201 3.4 Ocean Protection Council (OPC)- The OPC staff will:

- 202
- 203 3.4.1 Provide neutral support to the DCTF, including providing research and background
204 information on policy, operational, and regulatory matters for DCTF discussion;
- 205 3.4.2 Support the activities of the DCTF including administrative support as well as Member
206 travel costs;
- 207 3.4.3 Ensure that DCTF meetings follow the mandates of SB1690, the Bagley-Keene Open
208 Meetings Act of 2004, and other pertinent laws;

- 209 3.4.4 Maintain a record of all meeting agendas, summaries, and materials;
- 210 3.4.5 Consult with the Facilitation Team on draft and final meeting agendas and summaries;
- 211 3.4.6 Maintain the DCTF webpage and email list-serve.

212

213 3.5 DCTF Workgroups- Workgroups will be created as needed to address specific tasks or

214 issues, and to enable the DCTF to address the management topics mandated in SB 1690 in an

215 efficient and time sensitive manner. Workgroups will consist only of Members and their

216 Alternates (as needed and appropriate). In the event that an Alternate and Member are present at

217 the same meeting, their perspective will constitute a "single voice" in discussions. In such events,

218 Alternates will observe rather than participate and will not get an additional voice by virtue of

219 being present. The Facilitation Team will provide advice for appropriate Membership and final

220 Memberships will be determined by a Member's and/or Alternate's willingness and availability

221 to volunteer. Workgroup Membership will not be determined by formal DCTF voting

222 procedures. Decisions for Member participation may be influenced by a Member's particular

223 areas of expertise relevant to a given Workgroup topic, and/or Members that express a particular

224 need to have input on a Workgroup's topic. All Workgroup meetings will be in compliance with

225 the Bagley-Keene Open Meeting Act of 2004. In cases where a Workgroup will meet outside of

226 full DCTF meetings (and away from facilitation support), a Workgroup may select a chair to

227 guide his/her process and ensure the group meets roles, responsibilities and deadlines for tasks.

228 3.6 Caucuses- During DCTF discussions, it may be desirable to convene representatives of

229 similar interests for candid and frank assessments of various proposals. Caucus conversations

230 may occur during or apart from DCTF meetings and may include a member of the Facilitation

231 Team. All Caucus meetings will be in compliance with the Bagley-Keene Open Meeting Act of

232 2004.

233

234 **Section 4. Decision Making and Voting Procedures**

235

236 This section describes the decision-making procedures the DCTF will use, including methods

237 mandated by SB 1690 and additional consensus methods that may be used to enhance

238 recommendations which might otherwise be limited to majority rule outcomes. As mandated by

239 SB 1690, "*A recommendation shall be forwarded to the Joint Committee on Fisheries and*

240 *Aquaculture, the Department of Fish and Game, and the Fish and Game Commission upon an*

241 *affirmative vote of at least two-thirds of the task force Members*". This means that the DCTF

242 must forward a recommendation if 2/3 or more of the Members support it. This does not prohibit

243 the DCTF from also forwarding recommendations with less than a 2/3 majority vote. **For the**

244 **purpose of all votes by the DCTF, 2/3 of the Membership is equal to 18 Members.**

245 Therefore, any vote of 18 or more DCTF Members constitutes a mandatory recommendation.

246

247 In addition to the mandatory 2/3 vote, the DCTF has agreed that a vote of 15 or more Members

248 (excluding ex officios) also constitutes a recommendation, and will be forwarded to the

249 legislature (reporting methods to be determined).

250

251 Decision Types- The DCTF will make two types of decisions:

252

- 253 1. Administrative Decisions: administrative decisions are about the daily activities of the
254 DCTF (including but not limited to: logistics, meeting dates and times, agenda revisions,
255 schedules, etc.)
256 2. Fishery Management Recommendations: recommendations about the Dungeness crab
257 fishery management (including but not limited to topics mandated by SB 1690 and other
258 topics that the DCTF chooses to address).

259
260 The DCTF agrees that all administrative decisions will be made on a simple majority vote of all
261 Members present, including ex officio's, at a given meeting (including full DCTF meetings and
262 DCTF Workgroup meetings). Administrative decisions will not require, and will not include
263 sending recommendations with less than 2/3 majority vote.

264
265 The DCTF agrees that all fishery management recommendations about the Dungeness crab
266 fishery will be made using a range of procedures that will include methods mandated by SB 1690
267 and additional consensus methods (described below). It is understood that for all fishery
268 management recommendations, the DFG Members and other ex officio Members will abstain
269 during voting procedures. DFG leadership has determined it is impracticable for DFG to vote on
270 items that they may be expected to enforce at a later date. DFG will be an active participant in
271 discussions and potential straw polls (described below)

272
273 Consensus Discussion/Decision Procedures: The DCTF will seek mutually acceptable and
274 beneficial conclusions whenever possible. In that context, the DCTF consensus process is based
275 on principles of "consensus with accountability". Consensus with accountability requires all
276 Members to try to reach consensus while at all times supporting and expressing his/her self-
277 interest. In the event a Member must reject a proposal, that Member must provide a counter
278 proposal that legitimately attempts to achieve his/her interest, and the interests of the other
279 Members.

280
281 In seeking consensus on an interim or final recommendation, Members will voice his/her
282 opinions with specific proposals along the way, rather than waiting until a final recommendation
283 has been developed. At all times, Members will ensure that they are providing input on a
284 decision commensurate to his/her prescribed role and constituency regarding the Dungeness crab
285 industry. The basic sequential decision process will be as follows:

286
287 Straw Polls: The DCTF will use straw polls to assess the degree of preliminary support for an
288 idea before it is submitted as a formal proposal for final consideration by the DCTF. Members
289 may indicate only tentative approval for a preliminary proposal without fully committing to its
290 support. Straw Polls will potentially include subsequent work by the DCTF to revise the text of
291 a recommendation and to prepare it for a final vote through either consensus or majority rule
292 procedures (see below).

293
294 Draft and Final Decisions: The DCTF will use the following three levels to indicate a Member's
295 degree of approval and support for any proposal or decision being considered and to determine
296 the degree of consensus.

297
298 Thumbs Down: I do not agree with the proposal. I feel the need to block its
299 adoption and propose an alternative.

300

- 301 Thumbs Sideways: I can accept the proposal although I do not necessarily
- 302 support it.
- 303
- 304 Thumbs Up: I think this proposal is the best choice of the options available
- 305 to us.
- 306
- 307 Abstention At times, a pending decision may be infeasible for a Member to weigh
- 308 in on. Examples could include but not be limited to: a Member can
- 309 not get a consensus of his/her constituents and therefore can not offer a
- 310 proposal or opinion; and other similar conditions.
- 311

312 The goal is for all Members to be in the ‘Thumbs Up’ or Thumbs Sideways’ levels of agreement.

313 The DCTF will be considered to have reached consensus if all Members are at those two levels.

314 If any Member is at a ‘Thumbs Down’ level, that Member must provide a counter proposal that

315 legitimately attempts to achieve his/her interest and the interests of the other Members. The

316 DCTF will stop and evaluate how best to proceed. Members that abstain from particular

317 proposals are encouraged to explain why abstention is in his/her best interest.

318

319 In the event of disagreements, the DCTF, in consultation with the Facilitation Team, will decide

320 how best to move forward. For example, additional discussion may be needed to help

321 understand unresolved concerns before proceeding further; or the group may benefit from

322 creating additional options; or the question may be set aside and addressed at a later time.

323 Discussions to reach resolution may take place with the full DCTF or the Facilitation Team may

324 request smaller groups (such as Workgroups, interest-based Caucuses, or individual Members) to

325 draft proposal language during or between DCTF meetings.

326

327 Majority Rule Decision Procedures: In the event that consensus decision methods are not

328 feasible and/or consensus cannot be achieved, majority decision-making procedures defined in

329 SB 1690 (and as interpreted by the DCTF) will supercede all other decision methods.

330

331 In the context of agreements and understandings described in the Guiding Principles, the

332 following procedures will be used:

- 333
- 334 1. For all DCTF recommendations, Straw Polls (as described above) will be used to develop
- 335 initial ideas and draft text for recommendations;
- 336 2. When a draft recommendation is ready for a vote by the DCTF, the recommendation will
- 337 first be voted on by all Members; ex officios will abstain;
- 338 3. Following the initial vote, and presuming a 2/3rds majority and/or at least 15 voting
- 339 Members, (as described in #2 above), a non-binding poll will be conducted to determine the
- 340 opinion of the ex officios. This will be included in the recommendations provided to the
- 341 legislature.
- 342
- 343 4. Outcomes from voting procedures will be memorialized in the project record and in meeting
- 344 summaries. If a 2/3 majority, or at least 15 voting Members is reached in a vote (excluding
- 345 ex officios), that recommendation will be forwarded to the Legislature and other parties as
- 346 mandated in SB 1690.

347 5. Minimum required attendance for a vote to take place is 15 voting Members (excluding ex
348 officios). All other majority recommendation rules will apply if 15 or more voting Members
349 are present.

351 Regarding decision documents prepared by/for the DCTF, all documents will be identified as
352 DRAFT until a final ratification on the particular document has been made by the DCTF. If a
353 decision document receives the necessary 2/3 majority vote or better, it will be formally revised
354 and referred to as a FINAL document.

355

356 **Section 5. Communication Protocols**

357

358 5.1 DCTF Member communication- DCTF Members and his/her Alternates serve as conduits
359 for two-way information with his/her constituencies and organizations. Constituents wanting to
360 provide input to the process are encouraged to provide his/her concerns and suggestions to
361 his/her individual Members on the DCTF. Members will make an effort to communicate
362 regularly with his/her constituencies and colleagues to keep them informed about the process and
363 the issues under discussion.

364

365 Members are not prohibited from speaking with the media, but must indicate that they are
366 providing his/her individual perspectives and are not speaking for the DCTF. Participants should
367 neither characterize the positions and views of any other Member nor should they ascribe
368 motives or intentions to the statements or actions of other Members.

369

370 5.2 Information Publication- Materials will be prepared/provided on a regular basis to
371 support the DCTF process. A DCTF webpage ([http://www.opc.ca.gov/2009/04/dungeness-crab-
372 task-force/](http://www.opc.ca.gov/2009/04/dungeness-crab-task-force/)) and an email list-serve have been set up to aid in the dissemination of these
373 materials. Materials prepared/provided for the DCTF may include the following materials and
374 general schedules for development and distribution:

375

376 5.2.1 A list of DCTF Members has been made available to the public on the DCTF webpage
377 that includes participant name and represented interest(s). Should an interested party
378 have focused comments for a DCTF Member, the individual(s) will be encouraged to
379 work through OPC staff and the Facilitation Team to convey the comments to the
380 appropriate DCTF Member(s);

381

382 5.2.2 Preliminary draft materials are for discussion purposes and will be made available prior
383 to each meeting;

384

385 5.2.3 Meeting agendas will be made available to DCTF Members and the public ten (10) days
386 prior to each meeting; agendas sent to the public will include the name and contact
387 information of DCTF Members for respective ports.

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392 **Section 6. Charter Amendments**

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394 DCTF Members may amend this Charter by following the same decision-making guidelines set
395 forth in Section 4. Amendments may be proposed by DCTF Members during a DCTF meeting.
396 The proposal will be agendized for discussion and possible action at the next DCTF meeting.

397

398 **Section 7. Ground Rules**

399

400 All DCTF Members, OPC, the Facilitation Team, and public participants of a meeting agree
401 (subject to availability) to:

- 402 1. Arrive promptly to all meetings and be prepared for the meeting agenda;
- 403 2. Stay for the duration of the entire meeting and inform the Facilitation Team in advance if this
404 is not possible;
- 405 3. Turn cell phones to silent;
- 406 4. Minimize actions that could be distracting to discussions. If meeting attendee behavior
407 becomes distracting to DCTF Members, those Members should speak with the Facilitation
408 Team to intervene;
- 409 5. Participate in a problem-solving approach based on respectful and constructive discussion,
410 where the interests of all participants and the public are considered in developing proposals
411 and recommendations;
- 412 6. Listen for understanding and openly discuss issues with others who hold diverse views;
413 acknowledge and seek clarification of others' perspectives; and verify assumptions when
414 necessary.