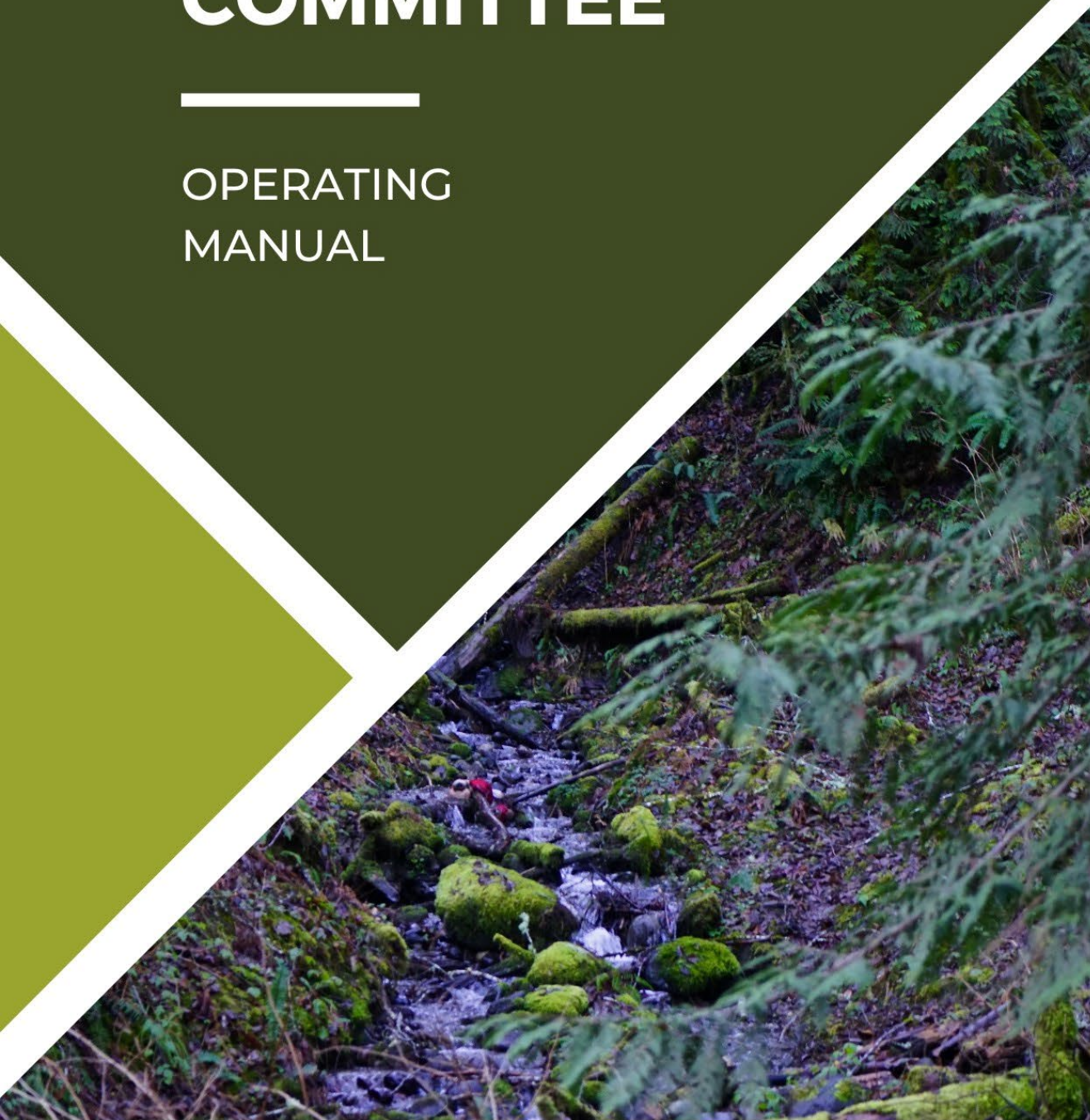# TIMBER, FISH, AND WILDLIFE POLICY COMMITTEE

OPERATING MANUAL

STATE OF WASHINGTON FOREST PRACTICE BOARD'S ADAPTIVE MANAGEMENT PROGRAM

Table of Contents

1. Introduction

The Timber, Fish, and Wildlife (TFW) Policy Committee (Policy Committee) Operating Manual describes best practices for TFW Policy meeting management, member roles and engagement, and decision-

making steps and processes. This Operating Manual is a living[1] document and that will be periodically updated as the committee's management and decision-making processes evolve and develop over time. The manual is not meant to supplant statutes and rules that are in place which guide public meetings and/or TFW Policy process (i.e., RCW 76.09.370(6),(7) , WAC 222-12-045(1),(2)(b)(ii),(d)(h), Board Manual Section 22).

2. Background

The TFW Policy Committee is one part of a multi-entity adaptive management program (AMP) (Figure 1). The AMP is designed to provide science-based recommendations and technical information to assist the Forest Practices Board (board) in determining if and when it is necessary or advisable to adjust rules and guidance for aquatic resources to achieve resource goals and objectives. These resource goals and objectives are described in the state's Department of Natural Resources (DNR) forest practices Habitat Conservation Plan (HCP) and include protecting and restoring fish, water quality, and endangered species in Washington state private forestlands, while maintaining a viable timber industry for future generations (see Washington State Forest Practices HCP).

Washington's 1974 Forest Practices Act (RCW 76.09.010) established the Forest Practices Board (Board) and assigned it the task of developing regulations that affected about 11 million acres, roughly two-thirds of the state's commercial forests. The Board assigned a formal science-based Adaptive Management Program (AMP) (WAC222-02-160 (2) to determine the effectiveness of forest practices rules and to make adjustments as quickly as possible to forest practices that are not achieving the resource objectives. The adaptive management process incorporates the best available science and information, include protocols and standards, regular monitoring, a scientific and peer review process, and provide recommendations to the Board on proposed changes to forest practices rules to meet timber industry viability and aquatic resource goals.
The primary entities of the AMP include (see WAC 222-12-045):

The Department of Natural Resources (DNR) implements and regulates forest practices per Washington Administrative Code (WAC) 222- 08-010, which describes the forest practices board, its organization and administrative procedures, and to provide rules implementing RCW **34.05.220** and chapters **42.52** and **42.56** RCW. It also sets out procedures for administration of the forest practices regulatory program. The Forest Practices Board Manual describes the Adaptive Management Program and the role of the Policy Committee within it. The Program is divided into three functions: Policy, Science, and Implementation (see Figure 1). The Policy Committee makes recommendations to the Board for decision.

The Policy Committee is a consensus- based policy forum to support the Adaptive Management Program (AMP). At the direction of the Board, the function of the Policy Committee is to develop recommended solutions to issues that arise in the Forest Practices Program. In cooperation with Cooperative Monitoring, Evaluation, and Research Committee (CMER), the Policy Committee reports to the Board about the status of the CMER master project schedule, which prioritizes CMER research and monitoring projects. The Policy Committee also updates the CMER master project schedule at least every four years.

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[1] "Living" document refers to a document that is edited and updated on a consistent basis as needed by Policy.

These issues may be raised by science reports on rule or program effectiveness or policy questions on implementation of forest practices. Recommended solutions may include the preparation of draft rule amendments and/or guidance recommendations. TFW Policy can organize sub-committees (Work Groups) to help meet these tasks.

The Forest Practices Board (Board) has approval authority over proposed CMER projects, annual work plans, and expenditures. It establishes resource objectives to inform and guide the activities of the AMP and sets priorities for action. The Board makes the final determination on TFW Policy recommendations, even if consensus or an otherwise acceptable conclusion is not reached during the dispute resolution process at TFW Policy. If TFW Policy consensus or an otherwise acceptable conclusion is not reached during the dispute resolution process, the Board makes the final determination which ends the dispute. The science function (See Figure 1) intends to produce unbiased technical information for consideration by the Policy Committee and the Board, as illustrated by the interactive structure of the Adaptive Management Program below. The Adaptive Management Program Administrator (AMPA) coordinates the flow of information between the Policy Committee and CMER according to the Board's directives.

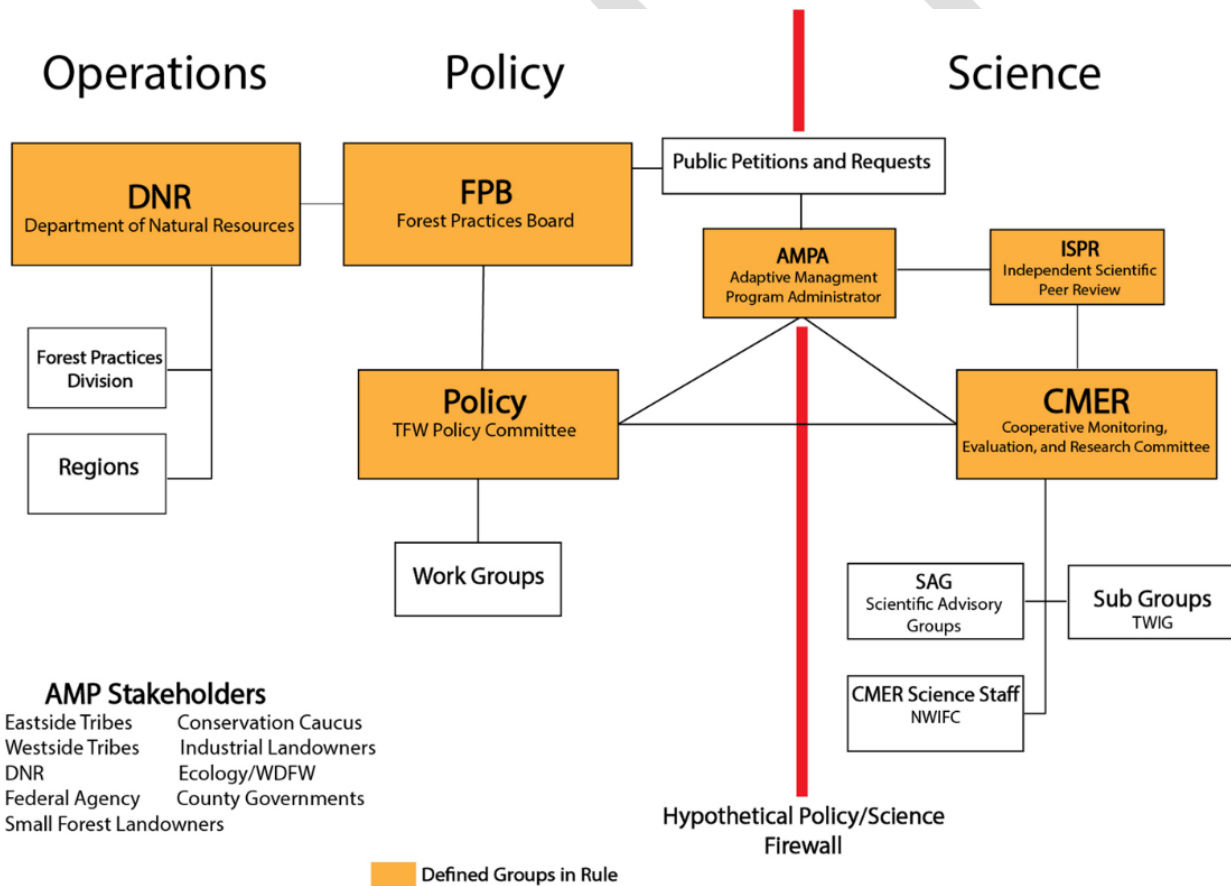*Figure 1. The TFW Forest Practices Board Adaptive Management Program and the role of the Policy Committee (from Board Manual).*

CMER The Cooperative Monitoring, Evaluation, and Research Committee (CMER) reviews existing science and contributes original research to the program (CMER Protocols and Standards Manual). The science function produces unbiased technical information for consideration by the Policy Committee

and the Board. CMER manages Scientific Advisory Groups that focus on specific areas of study to further its scientific work. CMER also oversees the work of technical staff (CMER science Staff) as well as organizes sub-groups such as Project Teams (referred to as TWIGs in Figure 1) to help develop and implement specific monitoring and research projects.

ISPR (Independent Scientific Peer Review) determines if the scientific studies that address AMP issues are scientifically sound and technically reliable; and provide advice on the scientific basis or reliability of CMER's reports. Products that must be reviewed include final reports of CMER funded studies, certain CMER recommendations, and pertinent studies not published in a CMER-approved, peer-reviewed journal. ISPR is administered through a contract between DNR and the University of Washington.

AMPA (Adaptive Management Program Administrator) oversees the Adaptive Management Program and supports CMER. The AMPA coordinates the flow of information between the Policy Committee and CMER according to the Board's directives. Responsibilities include:
- Make reports to the board and have other responsibilities as defined in the board manual.
- Work with the policy committee and CMER to develop the CMER master project schedule and present it to the board at their regular May 2014 meeting;
- Report to the board every two years, beginning at their regular May 2015 meeting on:
- Progress made to implement the CMER master project schedule and recommended revisions;
- The status of ongoing projects including adherence to scheduled timelines; and
- Policy committee's responses to all final CMER reports.

3. Purpose of TFW Policy Committee

The purpose of the Policy Committee is to consider the findings of CMER research and monitoring and to make recommendations to the Board related to forest practices rules, Board Manual sections, and/or other guidance. The Policy Committee brings together diverse interests to review, research, and make recommendations to the Forest Practices Board that protects fish, water quality, and endangered species, while maintaining a viable timber industry for future generations in Washington State.

The Policy Committee also assists the Board by providing guidance to CMER and recommendations on adaptive management issues. They review and make recommendations on the key questions, resource objectives, and performance targets (Schedules L1 and L2), and recommends CMER program priorities for their work plans that contain specific research projects to the Board. In cooperation with CMER, the Policy Committee reports to the Board the status of the CMER master project schedule prioritizing CMER research and monitoring projects and provides an update of the CMER master project schedule at least every four years.

The Policy Committee is a consensus- based policy forum to support the Adaptive Management Program. At the direction of the Board, TFW Policy develops solutions to issues that arise in the Forest Practices Program. In cooperation with CMER, the Policy Committee reports to the Board about the status of the CMER master project schedule, which prioritizes CMER research and monitoring projects. The Policy Committee also updates the CMER master project schedule at least every four years. These issues may be raised by science reports on rule or program effectiveness or policy questions on implementation of forest practices. Solutions may include the preparation of rule recommendations that are forwarded to the Board.

4. Membership

The Policy Committee consists of members selected by and representing the following State of Washington TFW caucuses:

- Westside Tribes
- Eastside Tribes
- Industrial Landowners
- Small Forest Landowners
- Conservation
- County Governments
- DNR
- Washington Department of Ecology and Washington Department of Fish and Wildlife
- Federal agencies (including National Marine Fisheries Service, U.S. Fish and Wildlife Service, and U.S. Environmental Protection Agency

Each caucus selects a primary voting member and may select an alternate. The state shares one vote and identifies who is the voting member. Caucuses may at any time change their representative or alternate and any member may temporarily or permanently choose not to participate in the Policy Committee, by written notice to all caucus members. The TFW Policy Committee members are listed on the TFW Policy Committee website: https://www.dnr.wa.gov/about/boards-and-councils/forest-practices-board/tfw-policy-committee .

The AMPA and co-chairs are responsible for ensuring new members are provided Adaptive Management Program materials for on-boarding. New members will be welcomed and oriented to the Policy Committee using Board Manual 22 and Policy Committee Operating Manual. All voting members of the Policy Committee are expected to review the Policy Operating Manual before formally participating in the group and attend supplemental topic-specific training when available to have the necessary understanding of the history of the program, roles and responsibilities, and ground rules. Adaptive Management Program participants should be familiar with Washington State laws, rules, and guidelines relevant to the Adaptive Management Program, including RCW 76.09, WAC 222, APA, Public Records Act, Public Service Act, and Open Public Meetings Act.

5. Roles and Responsibilities of TFW Policy members

This section outlines the roles and responsibilities of the following:

- Co-chairs
- Facilitators
- Caucus members and alternates
- Ad-hoc work groups

Co-Chairs

The Policy Committee co-chairs provide a dual role for the Policy Committee in that they serve a leadership role in terms of directing Policy by facilitating meetings in the absence of a hired facilitator and helping Policy accomplish tasks in a timely and efficient manner. Co-chairs work in close coordination with the AMPA on these tasks and should encourage collaboration and information

exchange between members to facilitate consensus-based decision making. Co-chairs may engage TFW Policy members in one-on-one meetings to support productive conversations and collaboration. When co-chairs need to speak for their caucuses, they delegate their facilitation role to the other co-chair. The co-chairs should do their best to facilitate the meetings and help develop recommendations. When in the facilitator role, the co-chairs will not act as an advocate on any issue.

The co-chairs are liaisons among members and will be responsible for communications with and within the group. Information disclosed in confidence will be kept confidential. To the extent issues arise with the process, group members are encouraged to approach the co-chairs. Any/all issues and/or concerns may be brough to co-chairs for discussion (ex. process, conduct, etc.). Co-chairs review the Group Agreements at the start of and during each meeting and conduct meetings in a manner that fosters collaborative decision-making and consensus building.

Other valuable components of the co-chairs' position are as follows.
- **Workload**: The co-chairs will commit an adequate amount of time to this position.
- **Helpful training and knowledge:** Skills that set co-chairs up for success include experience in public meeting facilitation and management in natural resource arenas; and working in contentious situations with diverse interests and be familiar with the Operating Manual and decision-making process. The co-chair should have experience in (1) facilitating and managing public meetings in natural resource arenas, (2) working in contentious situations with diverse interests, and (3) be familiar with the Operating Manual and TFW Policy decision-making process.
- **Terms**: All co-chairs are expected to serve two-year terms, with each starting and ending on alternate years.
- **Selection and rotation**: The selection process is made occurs in June, through a nomination and consensus decision. Co-chairs rotate staggard terms between caucuses on a biannual basis.

Caucus Members and Alternates
Each of the eight caucuses designates one Policy member and may designate one alternate. Each Policy member represents their larger caucus and brings the perspectives and interests of their Tribes, agency(ies), organization(s), and/or business(es) to the table. When a member is unable to attend a meeting or weigh in on a decision, the alternate is authorized to do so.

Ad-Hoc Work Groups
The Policy Committee may assign tasks to ad-hoc work groups made up of assigned members. The purpose of this delegation is to facilitate in-between meeting work on specific topics. Products resulting from ad-hoc work groups will be brought back to Policy (e.g., review or final product delivery) to help inform full Policy decision-making.

Facilitator
The facilitator role in the Policy Committee can be filled by either the co-chairs or by a non-voting member of one of the above caucuses. The facilitator will not act as an advocate on any issue, any interest group, or any member. While the facilitator may make recommendations regarding the process, they will not make any substantive decisions while acting in this role. Co-chairs will clearly identify when they are filling the role of facilitator and when they are not (to fulfill other roles on the Policy Committee including decision-making).

In addition, it is the responsibility of the facilitator to:
- Ensure Group Agreements are followed.
- Keep the meetings on time and ensure the process is carried out according to the Operating Manual and meeting agenda.
- Ensure a welcoming meeting environment where all members can participate.
- Ensure a safe environment for minority opinions.
- Conduct meetings in a manner to foster collaborative decision-making and consensus building.

6. Roles and Responsibilities of AMP Staff

AMPA

The AMPA is a full-time employee assigned to the Adaptive Management Program. They are the lead administrator for the Adaptive Management Program and ensures the Policy Committee operates efficiently while meeting the needs of the Board. The AMPA works with the Policy Committee, Board, and CMER to respond to requests for adaptive management review, manage budgets and contracts, communicate between the three bodies, and facilitate a Policy response to requests from the Board. Specific tasks are outlined in 22, Section 2.4.

Adaptive Management Program Administrative Assistant

The Adaptive Management Program Administrative Assistant schedules and summarizes the Policy meetings. Meeting summaries outline the issues discussed, areas in which there is agreement, and any remaining where agreement was not reached. They will work with the co-chairs to draft agendas and notify members of upcoming meetings and decisions in accordance with the meeting requirements described below.

Adaptive Management Program Staff

Adaptive Management Program staff (AMPA, PMs, coordinator, and CMER scientists) work with the AMPA and co-chairs to support the Policy Committee. Their duties include, but are not limited to, providing technical scientific support with project components including scoping, final reporting, site selection, implementing projects, and literature reviews.

7. Group Agreements

The Group Agreements do not replace the Ground Rules in Board Manual 22. Group Agreements are intended to create an environment for productive conversation and serve as reminders throughout meetings to guide dialogue and effective decision-making. As such, all Policy Committee members must abide by these Group Agreements during meetings. The co-chairs/facilitator will ensure Policy Committee members work together effectively and respectfully according to Group Agreements. Group Agreements are as follows:

1. **Participate.** Be present, put distractions aside, stay aware, and engage in the conversation.
2. **Arrive prepared.** Come to meetings prepared and ready to participate fully on behalf of your caucus on each agenda item
3. **Listen to understand, not to respond.** Engage in dialogue, not monologue; utilize active listening skills; respond to others' comments and perspectives; be direct; build upon agreement.

4. **Take space and make space.** Cultivate a safe space to ask questions, engage in open dialogue, and promote robust discussion.
5. **Acknowledge differences and areas of agreement.** Work together to identify areas of commonality and, if disagreement arises, strive to develop collaborative solutions and alternatives that meet as many interests as possible.
6. **Seek to identify interests.** When presented with a position, strive to verbally identify and get affirmation of the unspoken and underlying interests.
7. **Promote respect and directness.** Engage in respectful communication and if something you have said was disrespectful acknowledge it during the meeting or as soon as possible in the future.
8. **Address the idea, not the person.** Assume good intentions. When confronted with an opinion that you may disagree with, consider why a reasonable person would say that and take an organizational (not personal) view to address it.

8. Meeting Management

Meeting Requirements

Regular Policy Committee meetings are held once a month (typically the first Thursday of each month). A standing workgroup meeting for the Policy Committee is held each month (typically the third Wednesday of the month) and can be used by any of the active workgroups. Meeting dates for the year are determined at that year's January meeting and are included in the meeting summaries. Meeting dates shall be scheduled so as not to conflict with predetermined Board meetings. All Policy Committee meetings are public and public notice is required. This entails publishing meeting time, date, and location 30 days prior on the DNR website. Special meetings can be called by the co-chairs, AMPA, or by consensus of Policy Committee members.

Agendas are developed for all Policy Committee meetings by the Adaptive Management Program Administrative Assistant with input from the AMPA and Policy co-chairs. A draft agenda and associated materials (including summaries from prior meeting) are emailed to the Policy Committee and posted to the DNR website no less than seven days prior to the meeting. Suggested changes to the agenda are brought to the meeting for discussion to develop an updated agenda for the meeting.

Meeting summaries are drafted during the meeting and sent to the co-chairs for review within two weeks of the meeting. Final draft summaries are distributed to the full Policy Committee with meeting materials one week prior. Edits are due prior to the meeting and updated summaries are approved during the meeting.

Meeting Process and Decision Making

Meetings are directed and facilitated by the Policy Committee co-chairs or a facilitator. Those filling this role are responsible for introducing the agenda topic and presenters, ensuring the Committee follows the agenda, guides the discussions, and start and adjourn meetings on time. This role also strives to ensure that everyone present abides by the Group Agreements.

Action items, issues, and proposals are presented or reviewed according to the agenda. For items designated as a decision item on the agenda, the Policy Committee follows "Robert's rules of order" for the group decision-making process. All decisions require at least one meeting to discuss and decide. Most decisions require two meetings. Therefore, an agenda item appears on first as an informational or advisory topic so that members can learn about the proposal and ask questions prior to the decision

being made at the subsequent meeting. The second meeting is used for further discussion and decision making on the agenda item. Some decisions that don't require extensive group discussion, high level review, or need immediate attention can move through the decision-making process in one meeting. The AMPA and co-chairs have the discretion to determine whether a decision can be made in one meeting and will provide clear notification when a decision is expected at meeting.

The Policy Committee will base consensus on one vote from each of the participating nine caucuses. When a meeting is scheduled of the Policy Committee and includes an action item on the agenda that requires a decision, a quorum is required. A simple majority of voting representatives or their alternates from each caucus constitutes a quorum. Policy Committee members are expected to notify the co-chairs and the AMPA if they are unable to attend a meeting (or part of a meeting) so that it can be determined if a quorum will be in attendance during the time of voting.

Policy Committee members will strive to achieve consensus in decision-making. "Consensus" for the group is defined as a collective agreement of opinion, requiring unanimous approval. Consensus can be achieved when all voting participants (members or their designated alternates) agree or choose not to dissent. Expectations for the decision-making process are laid out below.

Expectations for decision-making include:
- Members should strive to do the following:
  o Abide by the group agreements
  o Value and strive to achieve consensus
  o Relate to one another in a manner appropriate for collaborative decision-making and consensus building.
  o Understand everyone's interests
  o Clearly communicate their interests.
  o Ask clarifying questions to fully understand caucus interest/position.
  o Find workable solutions for all Policy Committee members.
- When consensus cannot be reached, through mediation or formal dispute resolution process, the Facilitator will invite minority opinions. Those with minority opinions must provide reasoning on why they are dissenting and propose alternative solutions or approaches.
- Minority opinions can accompany the decision when members agree to let the proposal move forward without dissenting.
- The members should be deferential to members with special expertise and authority.
- Any dissenting opinions will be documented in the meeting summary.
- Members will honor decisions made and not re-open issues once resolved.

The possible outcomes of the consensus decision-making process are as follows:
- Full consensus, in which the proposal is unanimously supported by all voting participants as written.
- Full consensus on a modified proposal in which the group works through differences of opinion and crafts a revised proposal that then can gain consensus from the group.
- Consensus with abstention or "step-aside" voting in which voting participants abstain from voting, thereby consenting to let a decision/process move forward without that individual(s) necessarily agreeing to the decision.
- No consensus in which at least one voting member chooses to dissent, resulting in one of the following:
  o The action is blocked and does not move forward, or

o   The issue is submitted for internal dispute resolution (see below).

The Policy Committee operates most effectively in the collaborative consensus-based approach of the TFW process. However, an important feature of the Adaptive Management Program is specified time allotted for decision-making at critical junctures and the Policy Committee's consideration related to the effectiveness of forest practices rules. Board Manual 22, Part 5, outlines the Dispute Resolution process in detail. Time certainty ensures that management will respond to scientific information in an appropriate and timely manner to close the adaptive management loop. If consensus or an otherwise acceptable consensus conclusion is not reached during the dispute resolution process, the Board makes the final determination.

Communications Protocols

The AMPA and co-chairs are responsible for ensuring communications are conducted in a way that facilitates efficient and transparent work. Monthly meeting locations are posted on the DNR website a year in advance. The AMPA will notify all members of the time and location for meetings at least thirty days prior. For all other meetings, the AMPA will notify members of the meeting time, location, and agenda at the earliest possible date, usually no less than seven days prior. Agenda items will be requested from members with enough time for meeting agendas and background materials to be emailed to the Policy Committee at least one week prior.

All Policy Committee members are expected to communicate their interests and endeavor to understand the interests of the other parties on the Committee. Working together to establish and maintain an interest-based approach to communication and decision-making allows for exploring options that meet the interests of all parties at the table. This approach is also expected to reduce the need to invoke dispute resolution.

All materials associated with a decision, including a specific write-up of the proposal, and supporting materials will be sent out at least seven working days prior to the meeting so that members can adequately prepare for the decision. The meeting information that the AMP Administrative Assistant sends out will include an agenda detailing new business and decision points. Decision items are clearly noted on the agenda. The AMP Administrative Assistant will draft and distribute meeting summaries within ten business days of the meeting.

Expectations for communications within the Committee include a commitment to engage in in-depth, interest-based discussions during meetings and resolve issues within the group process via established Committee processes. Committee members should notify the co-chairs and AMPA of any procedural or substantive issues that arise so that they can be addressed as soon as possible. Participants should avoid use of other processes such as legislation or litigation to resolve issues being considered in the Adaptive Management Program. Caucuses are free to talk to the press, but they should not negotiate their positions in the press. All parties will be mindful of the effects their public and private statements will have on the functioning of the Committee and the Adaptive Management Program.

## AMP Process Documents and TFW Policy Engagement and Approval

The AMP program has many documents that initiate, develop, guide, update, and ultimately communicate results from the project to CMER, TFW Policy, and the general public. These documents (see Appendix A) are intended to accommodate regular CMER processes, products, or reports and

facilitate appropriate review and approval by CMER. Below is a table that includes the project phases, associated tasks and documents and estimated time to complete these tasks:

TFW Policy reviews the following CMER-approved AMP process documents t: Project Charters, Scoping Documents, Final Project Reports/Findings Package, Project Summary Sheets, and CMER Work Plan. These documents are opportunities for TFW Policy engagement and input. All final reports may be used to support TFW Policy recommendations to the Forest Practices Board decision-making on rules or program guidance.

1. AMP Proposal Initiation

The Policy Committee is charged with reviewing completed studies to determine if action is warranted based on the results and forwarding recommendations to the Board regarding the effectiveness of said rules. The Proposal Initiation process is outlined in Board Manual 22, Part 3, including the Policy Committee's responsibilities within each stage. The Adaptive Management Program utilizes a six-stage process for managing program proposals (see below). The Board Manual provides a stage-by-stage approach to take a proposal from initiation to implementation and sets the minimum level of standards and protocols expected for successful participation in a multi-stakeholder, cooperative, and consensus-driven process. sets the minimum level of standards and protocols expected for successful participation in a multi-stakeholder, cooperative, and consensus-driven process.
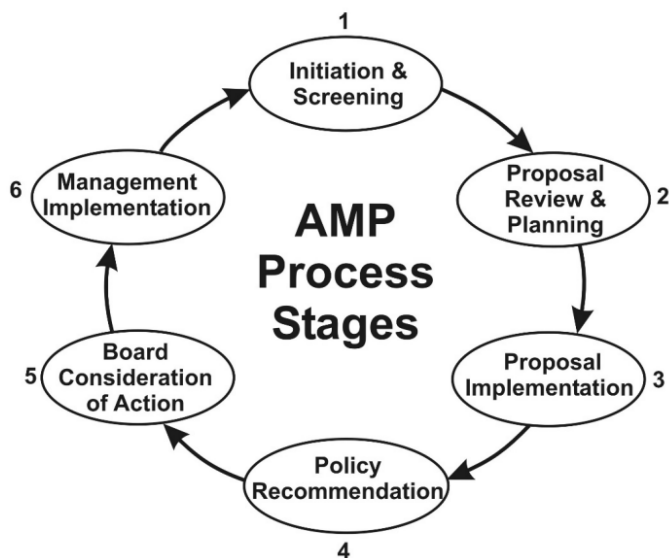
The six stages serve to "close the loop" when there is a need to adjust forest practices rules, guidance, or DNR products (i.e., rule tools). This system guides participants in program expectations, provides standards to gauge where a proposal or product fits, and provides protocols to move proposals through the stages. The term "proposal" is used generically to identify any form of request, question, task, project, sub-program, etc., whose product may affect changes in forest practices or otherwise meet one of the program's goals and objectives.

9. Dispute Resolution Process

For the most part, consensus decisions are routine and non-controversial. However, disputes can arise at any decision junctures. Left unresolved, disputes could slow or stop the adaptive management process by delaying recommendations or preventing them from reaching the Board altogether. Unless mandated by legislative action or court order, the Board cannot act to change aquatic resource related forest practices rules outside the adaptive management process (RCW 76.09.370). Board Manual Part 5 provides guidance for Adaptive Management dispute resolution under forest practices rules WAC 222-12-045(2)(h). The purpose of dispute resolution is to provide a time sensitive structure to the decision - making process when routine methods for reaching consensus are not successful. The primary objective of the process outlined here is to achieve consensus. The rules establish dispute resolution as a staged process that provides two structured opportunities for the participants to reach agreement before a dispute is taken to the Board for resolution in the form of a petition. The AMPA and co-chairs are responsible for guiding the Policy Committee through the dispute resolution process according to the process laid out in the WAC and Board Manual.

Stage I requires a dispute to be resolved within two months of being initiated. Any party may move the process to Stage II after an issue has been in dispute resolution for two months. Stage II requires a resolution within three months of being initiated. Stage II may be extended if all Policy Committee members vote to extend the timeline.

Mediation The Policy Committee uses mediation to resolve disputes. Mediation involves a professional mediator, chosen by agreement among the disputing parties, to organize and manage discussions between or among the parties with the clear purpose of reaching consensus on an issue. If mediation is successful, the results are recorded and sent to the AMPA for notice to the Policy Committee. Results can only be binding if all parties agree to an arbitration agreement prior to beginning dispute resolution.

Initiating Dispute Resolution

Dispute resolution may be initiated when the Policy Committee fails to reach consensus on an issue and that failure of agreement prevents a project or a recommendation from moving forward to the next step. The Dispute Resolution process will occur within 5 months unless substantive progress is being made and there is consensus of the Policy Committee to extend the timeline. When the Policy Committee feels that ordinary discussion and debate of an issue has been exhausted without satisfactory resolution, they may initiate dispute resolution. Policy Committee members can initiate dispute resolution by making a formal request to the co-chairs and requires a written or verbal request ahead of the next Policy Committee meeting. The co-chairs should immediately inform all Policy Committee members when a dispute is initiated. If Policy Committee members disagree about how the dispute is framed, they may work with the AMPA to further clarify the dispute within 30 days of the dispute being initiated. The initiation of dispute resolution should be recorded in the meeting summaries.

Stage I

The Policy Committee has up to two months following formal initiation of dispute resolution to complete Stage I. Co-chairs should strive to get the dispute on the Policy Committee agenda as soon as possible after being initiated. Dispute resolution can employ a variety of methods to attempt to resolve the dispute. The method selected and the time period available for resolution should be announced to

the Policy Committee via e-mail before the first meeting at which the dispute will be discussed. If the dispute originated with CMER, the Policy co-chairs should seek additional information from the CMER co-chairs when they are unclear of the nature of any technical issues concerning the dispute.

C If consensus is reached within the Policy Committee for Stage I, dispute resolution is terminated. The consensus agreement should be recorded in the formal summary of the Policy Committee meeting. If consensus is not reached, any participating Policy Committee member may elevate the dispute to Stage II.

Stage II

Issues not resolved in Stage I are elevated to Stage II by a request from a Policy Committee member. The time period is initiated at the next regularly scheduled Policy Committee meeting or within 30 days following the request, whichever is shorter. The initiation of Stage II must be recorded in the relevant Policy Committee meeting summary.

The Stage II process must be completed within 3 months. Within one month of the initiation of Stage II, the Policy Committee must agree if policy disputes require technical support through CMER and if resolution can be achieved through mediation or arbitration, with mediation being the default. The AMPA should hire a qualified mediator with experience in natural resources dispute resolution who is acceptable to all Policy Committee members. The AMPA should assist the mediator as needed to identify the dispute, introduce the parties and arrange meeting dates and times. If consensus is reached within the Policy Committee, dispute resolution is terminated. The consensus agreement must be recorded and distributed to the appropriate parties.

In the event the Policy Committee cannot reach consensus following Stage II, the AMPA shall deliver the respective majority and minority recommendations to the Board without a separate formal recommendation. Results of Stage II must be recorded in Policy Committee meeting summaries.

Appendix A

AMP Project Phases, Associated Documents, and Timelines			
Project Phase	**Associated Tasks**	**Associated Docs**	**Est. Time to complete**
Project Initiation	• Add project to CMER Workplan • Assign SAG and PM • Create Project Team	Project Charter	Charter - 7mo (3 to develop, 2 CMER approval, 2 Policy approval)
Scoping	• Addition of project to MPS • Project Team develop Scoping Document • Load final Scoping Document into IMS	• Scoping Document including BAS and Alternatives Analysis • Prospective 6 Questions	Scoping -10mo (4 months writing, 2 CMER review/approval, 3mo 6Qs completed
Study Design	• Development of RFP/RFQ and necessary contracts if need to hire PI to develop Study Design • Project Team develop Study Design and complete review process • Load final Study Design into SPO	• Study Design • Literature Review (may also be part of scoping or study design) • Communication Plan • Project Management Plan • Site Selection and Data Collection Plan	PM Plan- 5mo (3 to write, 2 to approve) Study Design - 8mo (develop and approve) ISPR review 8 mo Final approval 2 mo 6 Questions completed -3mo
Project Implementation	• Site Selection including access agreements • Purchase equipment and materials • Development of RFP/RFQ and necessary contracts • Field crew training and safety • Data Collection and storage	• Access agreements • Contracts • Necessary permits • Field Manual (data collection protocols) • QA/QC plan	Field manual - 3mo QA/QC Methods & Plan - 3mo Site Selection - 5mo SAG approval of database -4mo
Data Analysis and Final Report	• Data QA/QC and analysis • Complete final report and review process • Load final report into SPO • Contract close out	• Final Report • 6 Questions and Findings Report • Document/Date Management and Closure Plan	Data analysis - 5mo SAG approval final report - 4mo CMER approval final report - 3mo ISPR approval final report - 8mo CMER approval final report- 2mo 6Qs completed - 3mo Findings Package to Policy - 1mo