



**DEPARTMENT OF
NATURAL
RESOURCES**

**OFFICE OF THE
COMMISSIONER OF
PUBLIC LANDS**
1111 WASHINGTON
STREET SE
OLYMPIA WA 98504

360-902-1000
WWW.DNR.WA.GOV

MEMORANDUM

March 30, 2023

TO: TFW Policy

FROM: Lori Clark, Adaptive Management Program Administrator (AMPA)
lori.clark@dnr.wa.gov | 360-819-3712

SUBJECT: Guidance or Manual for TFW Policy & TFW Ground Rules

The Forest Practices Board approved the TFW Policy recommended net-gains options in response to the Office of the Washington State Auditor (SAO) performance audit of the Forest Practices Adaptive Management Program (AMP). One of those options (SAO Recommendation #5, Net Gains Option 5) includes the development of a TFW Policy Manual:

Board Manual 22 currently serves as the guidance for TFW Policy processes. This section of the manual needs amendments to clarify a number of very important aspects of the committee's work. TFW Policy could either adopt a separate manual similar to CMER's PSM or propose detailed amendments to BM22 to cover every aspect of TFW Policy process. Such guidance will improve transparency and provide much needed clarity to AMP participants. While this is an involved process, TFW Policy can begin by providing the following process and participant related details in either BM 22 or a separate manual:

- *Clarify dispute resolution process and separate it from CMER's process in BM 22*
- *Add a section on the roles and responsibilities of TFW Policy Co-Chairs as well as their nomination and election process.*
- *Expand TFW Policy membership requirements to include:*
 - *List qualification requirements for membership including experience, skill, and decision-making authority with clear instructions or documented authority delegation from their principals.*
 - *Members to be approved after an interview process with the Board.*
 - *Annual performance evaluation of TFW members along with a performance measurement plan with an emphasis on adherence to established process.*
 - *Demonstrated commitment to strengthen relationships, as well as to contribute constructively and frequently.*

- *Adopt consensus recommendation to the Board as an indicator of net gains in evaluating the performance of TFW Policy as a whole. Report this data on annual basis and make it available on a public facing dashboard along with a record of other decisions and metrics.*

To make progress on this recommendation, the AMPA worked with the TFW Policy SAO Workgroup to collect the relevant materials that would need to be included in a manual and establish a work order with Triangle Associates to further develop the TFW Policy manual. Greer Maier will present the proposed TFW Policy outline for consideration and feedback. Greer will continue to work with Policy on developing the manual. There will be the need for TFW Policy to review existing materials that may go into this manual. As such, I would like TFW Policy to review the Ground Rules for Timber-Fish-Wildlife to determine if these still reflect the foundation for how TFW Policy expects to work together to accomplish the goals of the committee.

Please let me know if you have any questions or need more information.

Attachments:

- Ground Rules for Timber-Fish-Wildlife
- Board Manual 22, Appendix A Adaptive Management Program Ground Rules

APPENDIX IV

GROUND RULES FOR

TIMBER-FISH-WILDLIFE

A BETTER FUTURE IN OUR WOODS AND STREAMS

Each of the participants to these discussions agree to these ground rules: -

1. We will attempt to develop a system which provides:
 - a. Minimum guarantees for everyone,
 - b. Incentives which maintain and enhance timber, fisheries and wildlife resources, and
 - c. Future flexibility, accountability, better management, compliance with regulations and resource goals.
2. All participants in the negotiation to bring with them the legitimate purposes and goals of their organizations. All parties recognize the legitimacy of the goals of others and assume that their own goals will also be respected. These negotiations will try to maximize all the goals of all the parties as far as possible.
3. This effort will receive priority attention, staffing and time commitments.
4. Give the same priority to solving the problems of others as will your own.
5. Commitment to search for opportunities: without creativity there will be no plan or agreement.
6. Commitment to listen carefully: ask questions to understand and make statement to explain or educate.
7. All issues identified by any party must be addressed by the whole group.

8. State needs, problems and opportunities, not positions – positive candor is a little used but effective tool.
9. Commitment to attempt to reach consensus on a plan.
10. Commitment to be an advocate for an agreed plan.
11. Attempt to protect each other and process politically with constituencies and general public.
12. Weapons of war are to be left at home (or at least at the door).
13. Anyone may leave the process and the above ground rules, but only after telling the entire group why and seeing if the problem(s) can be addressed by the group.
14. All communications with news media concerning these discussions will be by agreement of group. Everyone will be mindful of the impacts their public and private statements will have on the climate of this effort.
15. No participant will attribute suggestions, comments or ideas of another participant to the news media or non-participants.
16. All rights, remedies, positions and current prejudices available to everyone if the effort is unsuccessful.
17. Participants are free to, and in fact are encouraged to, seek the best advice from their friends and associates informed of the progress of the discussions.
18. All of the individuals who are participants accept the responsibility to keep their friends and associates informed of the progress of the discussions.
19. If you hear a rumor, call facilitator before acting on it.

Appendix A Adaptive Management Program Ground Rules

I. TFW Policy Committee (WAC 222-12-045(2)(b)(ii))

Policy Committee members are self-selected by participating caucuses. Each caucus selects representatives to the Policy Committee and the Adaptive Management Program. Caucuses should be mindful of how their appointed representatives are perceived by other caucuses in light of the fact that the Adaptive Management Program is a collaborative effort. Each representative should demonstrate a genuine commitment to problem solving and mutual respect among all the caucuses. Since the Policy Committee is a collaborative forum, participation is dependent on adherence to the following ground rules:

A. Ground rules concerning expectations upon appointment as an Adaptive Management Program participant.

1. Participants in the Adaptive Management Program bring with them the legitimate purposes and goals of their organizations.
2. Participants recognize the legitimacy of the goals of others and assume that their own goals will also be respected.
3. Participants agree that the purpose of the Adaptive Management Program is the effective implementation of the Forest Practices Act and rules in order to meet its four goals (see Part 1, Overview).
4. Participants provide sufficient attention, staffing and other resources.
5. Participants commit to address all aquatic resource management issues raised in the adaptive management process.

B. Ground rules concerning participating in the Policy Committee and decision making.

1. The Policy Committee table welcomes representatives from nine caucuses, their designated alternates and those in senior leadership positions with a participating federal, state agency, tribal, county, landowner or environmental organization.
2. Decisions are made through consensus among the nine caucuses that make up the Policy Committee.
3. At each decision point for the Policy Committee, each caucus is encouraged to bring a single view to the table from their representative, alternate and senior leaders who are participating within the Policy Committee on that issue.
4. The Policy Committee will base consensus on one vote from each of the nine caucuses.
5. It is the responsibility of each caucus to foster consensus among their caucus members.
6. Staff members, guests and visitors are encouraged to attend meetings as they choose, but defer to those at the Policy Committee table for discussion and decisions.

C. Ground rules concerning participation in the Adaptive Management Program.

1. Participants commit to search for opportunities to solve problems collaboratively. Participants acknowledge that solving problems or issues of other caucuses is more likely to lead to solutions for ones own problems and issues.
2. Participants commit to listen carefully, ask questions to understand, and make statements to explain or educate.
3. Participants state needs, problems and opportunities first and positions last, and avoid hidden agendas.
4. If a caucus does not agree with statements or positions by other caucuses, participants offer reasons why and alternatives.
5. Participants attempt to reach consensus on a proposal or other issue being considered in the Adaptive Management Program. Consensus means that each caucus can live with all parts of that proposal, and that all caucuses will accept implementation of all parts of that proposal. At a minimum, each participant allows its name being subscribed on consensus proposals being sent to the Board, and to refrain from taking actions opposing adoption of consensus proposals by the Board.
6. Caucuses are polled on each proposal. Caucus positions on proposals reside with the governing bodies of each caucus's representatives. Each caucus decides how it will govern itself in reaching caucus decisions.
7. If the dispute resolution process concludes without consensus or a resolution satisfactory to each caucus, the issue or matter is released for consideration in other forums. If a participant chooses to resort to such other processes, it notifies the other participants before taking such action.

D. Ground rules concerning relationships to outside parties and processes

1. Participants avoid use of other processes such as legislation or litigation to resolve issues being considered in the Adaptive Management Program. If a participant believes it must resort to such other processes, it notifies the other participants before taking such action.
2. A participant may leave the Adaptive Management Program after telling the other caucuses why.
3. At the conclusion of an issue, participants attempt to agree on the message that will be given, and respect the resolution and implementing actions of the other participants.
4. No participant attributes suggestions, comments or ideas of another participant in communications with the news media or other non-participants.
5. Each participant accepts the responsibility to keep friends and associates informed of the progress of the Adaptive Management Program.
6. Caucuses are free to talk to the press, but they should not negotiate their positions in the press. Everyone is mindful of the effects their public and private statements will have on the climate of this effort.