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~~operate with~~ one vote from each of the nine caucuses.

5. It is the responsibility of each caucus ~~representative~~ 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~~B~~. 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~~C~~. 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.

II. Cooperative Monitoring Evaluation and Research Committee (CMER) (WAC 222-12-045(2)(b)(i))

A. General CMER Ground Rules

1. Each of the participants affirmed by the Board to CMER agree to these ground rules, which were developed collectively by CMER to ensure that CMER produces credible scientific results that have a broad base of support. These ground rules are specific to CMER and do not apply to any other portion of the Adaptive Management Program.

2. CMER core values are predicated upon the agreement of each CMER participant that adaptive management is based upon sound science. It is the responsibility of every participant to follow sound scientific principles and procedures.

3. Participants will also adhere to the purpose of the Adaptive Management Program:

   . . . to provide science-based recommendations and technical information to assist the 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. The goal of the program is to affect change when it is necessary or advisable to adjust rules and guidance to achieve the goals of the forests and fish report or other goals identified by the board. (WAC 222-12-045(1))

4. Individual Policy Committee positions are not the basis for CMER decisions, otherwise the credibility of CMER research can be questioned, resulting in CMER having failed in its function of providing accountable results to the Adaptive Management Program.

B. Specific CMER Ground Rules

1. CMER participants will engage in actions that promote productive meetings and will encourage the active participation of each individual member. Examples of these actions are:

    a. Speak to educate, listen to understand.

    b. Pursue win/win solutions.

    c. State motivations and justifications clearly. Discuss issues openly with all concerns on the table. Avoid hidden agendas.

    d. Ensure that each individual has a chance to be heard.

    e. Help others move tangent issues to appropriate venues by scheduling a time to discuss these issues later.

    f. Start and stop meetings on time.

    g. Take side conversations outside—listen respectfully.

    h. Define clear outcomes for each conversation and appoint a conversation manager.

    i. Be trusting and trustworthy.

    j. Acknowledge and appreciate the contributions of others, even when you disagree.

2. CMER participants agree to spend the time in preparation for meetings so that their participation is both meaningful and relevant and to refrain from participation when they are unprepared.

3. CMER participants agree to participate in the Adaptive Management Program's scientific dispute resolution process when consensus cannot be reached and to make a good faith effort to resolve the dispute.

4. CMER participants recognize that information and results are preliminary until the final report is approved by CMER. Products must be clearly labeled and presented as DRAFT until approved by CMER as a final product.

5. At no time shall any potential contractor[1] for a project be involved in the drafting of an RFP, RFQ or SOW or in the selection of a contractor for that specific project.[2]

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[1] For the purposes of this ground rule, "contractor" is defined as owner or employee of a private business and is restricted to those contracts identified as open to public bid. This is different from those tasks and contracts directed to CMER Staff, inter-agency agreements, and cooperative participation where availability, specialized knowledge and skills, timeliness, and advantage of in-kind contributions are deemed important to project success.

[2] *The intent of this ground rule is to comply with state law and DNR contracting procedures.* Chapter 19.36 RCW – Statute of Frauds; Chapter 39.19 RCW (see also Title 326 WAC)– Office of Minority and Women's Business Enterprises; Chapter 39.29 RCW – Personal Services Contracts; Chapter 39.34 RCW– Interlocal Cooperation Act (Interagency Agreements); Chapter 40.14 RCW (WAC 434-635-010) – Destruction, Disposition of Official Public Records or Office files and Memoranda; Chapter 1.06 RCW – State Civil Service Law; Chapter 42.17 RCW (WAC 32-10-020 – 170) – Public Records; Chapter42.53 RCW – State Ethics Law; OFM Regulation (chapter 3, Part 4, Section 1) – State of Washington Policies, Regulations, and Procedures; OFM Guide to Personal Service Contracting; DNR Policy Number P004-001 – Interagency Agreements and Memoranda of Understanding; and the DNR Contract Manual.