

# Buffer Options for the Bay Team Charter

VERSION 1, LAST UPDATED ON 10/28/2015

## I. Project Overview

The goal of the Buffer Options for the Bay (BOB) project is to enhance stakeholder capacity to make informed decisions related to the protection and restoration of buffers around New Hampshire's Great Bay. To this end, this project will conduct an integrated assessment that combines, interprets, and communicates science-based information focused on the following policy question: *What are the regulatory and non-regulatory options for addressing the challenges to effectively protecting and restoring buffer zones around New Hampshire's Great Bay?*

The project team is composed, in large part, by representatives of organizations that intend to use the project's outcomes and products. To ensure this project is useful to a broader range of stakeholders, the team is engaging an Advisory Committee to provide input on the project's approach, its progress, and the design of its ultimate products. The team will also receive feedback from a technical review panel composed of experts in policy, biophysical science, science translation, communications, and predictive scenarios and forecasts related to buffers.

## II. Purpose of the Charter

This charter describes the purpose, structure, and operations of the Project Team. It is intended to serve as a living document to be modified by the Team as needed throughout the project and a procedural guide that describes how the Team will commit to interacting with each other, the Advisory Committee, and in response to Technical Panel Review.

## III. Project team structure, membership, roles, and milestones

**A. Management team:** The Management Team will provide leadership and coordination for the project and its milestones. It will be coordinated by Cory Riley, GBNERR, and includes Steve Miller, GBNERR; David Patrick, NHTNC; Dolores Leonard, ROCA Communications+; Lisa Graichen, GBNERR; Kalle Matso, PREP. This group is responsible for the following milestones:

- Fiscal administration and technical team coordination: David
- Engagement team coordination: Steve & Lisa
- Technical review: Kalle
- Full team coordination & communications: Dolores & Lisa
- Early, mid, and end stage communications products: Dolores
- Implementation plan: Cory
- Integrated Assessment report: Cory & Dolores

**B. The Technical Team** is responsible for reaching the milestones described below. It will be coordinated by David Patrick, NHTNC, and includes Paul Stacey, GBNERR; Rachel Stevens, GBNERR; Peter Steckler, NHTNC; Robert Johnston, George Perkins Marsh Institute & Clark University; Dana Bauer, Clark University; Thomas Ballesterio, UNHSC; James Houle, UNHSC

- Literature review: David with full team input and individual investigator support as needed.
- Watershed scale analysis: David, Pete, Rachel, Tom
- Economic meta-analysis and model focused on water quality: Rob & Dana

**C. The Engagement Team** is responsible for the milestones described below. It will be coordinated by Steve Miller, GBNERR, and includes Lisa Graichen, GBNERR; James Houle, UNHSC; Kalle Matso, PREP; and Michele Holt Shannon, NH Listens.

- Advisory committee formation and engagement: Steve & Lisa
- Subwatershed selection process: Steve & Jamie
- Community assessment: Steve, Lisa, & Michele
- Buffer management option weighting process: Steve, Kalle, Cory

**D. End User Representatives:** While the majority of the Project Team is composed of intended users of the final products of this project, a specific subset of these are responsible for the policy analysis that will explore the regulatory and non-regulatory options for buffer management in New Hampshire and other states. Members of this group include Simone Barley-Greenfield, Coastal Fellow with NHDES, Steve Couture, NHDES Coastal Program; Mary Ann Tilton, NHDES; Sandy Crystall, NHDES; and Cory Riley, GBNERR.

## **IV. Team Communication**

### **A. Meetings**

- **Full team meetings:** There will be up to five, face-to-face meetings between November 9, 2015 and September 30, 2017. These meetings will be up to 5 hours in length, with two hours devoted to full team discussion and up to 3 hours devoted to small group work. All meetings will be held in locations convenient for the majority of the team and virtual participation will be made available upon request when possible.

Full-team discussion will be organized by the project management team; subsequent small group work will be organized by component leads. In preparation for (or as a result of) these meetings, team members may be asked to present their plans, progress and requests for full team input, review documents, offer opinions, or consult individually or in smaller groups with other project team members.

Meeting minutes will be drafted by Lisa Graichen and the full team will have the opportunity for review before they become part of the project record. Each meeting will end with a brief, informal evaluation and/or dialogue to ensure that team members feel that their time is used wisely.\*

*\*After the November 9 meeting, the team will confirm whether this approach to full team meetings is effective and necessary and confirm dates for subsequent meetings.*

- **Subgroup meetings:** These will be organized by component leads, in accordance to the needs and availability of participating investigators as they work toward the milestones under their responsibility. Their frequency will depend on the subgroup's need for communication in support of reaching milestones. Component leads will work with Cory and Dolores to ensure that agendas for meetings with their subgroups and full team meetings are integrated and as productive as possible in advancing work toward specific milestones.

## **B. Ongoing communication**

- **Full team updates:** The management team will use the "What About Bob?" e-newsletter to keep all team members up to date with overall project progress, information needs and plan changes from various components, meeting dates, etc. The newsletter will come out at least twice a month or more frequently if needed. All documents relevant to requests for input will be linked to this newsletter.
- **Sharing and creating documents:** The management team will use Google Drive to create, store, and share documents for this projects. All team members need to be comfortable with this platform; if anyone finds it is challenging to use, Dolores will provide technical assistance. Folders for Google Drive will be kept up to date by component leads and organized according to the project's major milestone's and functions:
  - Full team resources
  - Project management
  - Watershed scale analysis
  - Advisory committee
  - Community assessment
  - Literature review
  - Weighting criteria
  - Policy analysis
  - Technical review
  - Final products

## **IV. Operating Protocols**

### **A. General Principles of Collaboration**

Using the following principles of collaboration, the Project Team agrees to:

- Commit to spending the time, energy, and organizational resources necessary to meet project objectives;
- Recognize the validity of differing points of view;
- Recognize the complexity involved in buffer-related issues;
- Be prepared to listen intently to understand others' views;
- Regard disagreements as problems to be solved, not battles to be won.

**B. Decision Making**

BOB is a two-year project with many, moving parts and tight deadlines. Each of the project's key milestones is, in some way, interdependent and subject to review by the Advisory Committee and the Technical Review Panel. For this project to succeed, it is critical for all team members to respond to calls for input in a timely fashion or to be content with decisions made by investigators responsible for specific milestones.

With that understanding, all Team members will strive for consensus as they implement and adapt their work toward accomplishing the milestones under their responsibility. However, taking a consensus-based approach does not mean that complete, enthusiastic support for every decision will be required to move forward. It does mean that deliberate effort will be made to inform the full Team of progress and need for input and that opposing points of view will be respectfully worked through thoroughly to identify potential areas of agreement.

**C. Conflict Resolution**

Should disagreement arise among Project Team members (e.g., over data sources to include or interpretation or project outputs) the group will strive to first resolve the disagreement internally. Should conflict remain, Cory Riley and Dolores Leonard will support the Team in documenting dissenting opinions and presenting them in tandem with the group recommendations.

*This project charter was developed for an Integrated Assessment in 2015. To learn more about the project, visit the Buffer Options for the Bay website - <https://www.bufferoptionsnh.org/>*