

DRAFT

SFBJV Implementation Plan Revision Project Charter September 9, 2016

I. Justification: The San Francisco Bay Joint Venture developed and adopted an Implementation Strategy/Plan ([Restoring the Estuary](#)) in 2001 that created a framework to help SFBJV partners fulfill shared habitat objectives across ecosystems by building on what had been accomplished to date and setting goals and objectives for the future. The plan was approved by the SFBJV Management Board, the North American Waterfowl Management Plan Committee and the US Fish and Wildlife Service.

In the intervening years, updates to the goals, habitat delivery priorities, and operational procedures have been made as needed. In addition, the driving forces for conservation have changed dramatically, thus triggering a need to revise and re-write the Implementation Plan to provide direction for the SFBJV to address the new challenges in the decades to come.

Expected products:

- 1) *A revised Implementation Plan for the San Francisco Bay Joint Venture to be produced as some combination of online content, links, and print. Length of printed document to be similar to original SFBJV Implementation Plan. Specific outputs yet to determined, but each work team will be directed to link to online content wherever feasible and keep written content to a minimum. Name of the Plan TBD .*
- 2) *A printed and online Executive Summary.*
- 3) *Other Matrices. To be defined later in content development process. Could be within document or website. Could include relationship to other plans and partnerships, etc.*
- 4) *An education/outreach piece that ties in key messages from Bayland Habitat Goals Science Update and existing information from other reports . Will describe how the SFBJV Implementation Plan fits into various reports.*

Success criteria: The successful completion of the SFBJV Implementation Plan Revision (IPR) will result in a combination of print and web content that will define, describe and effectively guide the work of the SFBJV partnership for the next 15 years. The IPR will provide the JV with the goals and strategies it needs to continue to protect and restore wildlife habitats in the face of climate change and the ongoing loss of habitat. The final product will include chapters, links or web content that addresses each item within the [Table of Contents](#), meet the goals outlined in the [IPT visioning exercise](#), and address [drivers and priorities](#) identified in the July 2015 Implementation Plan Retreat and incorporate any other Management Board approved guidance provided during the content development period. The completed Plan will also adequately incorporate/address all elements of [Strategic Habitat Conservation](#) throughout, will have considered and incorporated the [JV Matrix](#), Recommendations from the [North American Waterfowl Management Plan](#) (NAWMP) and NAWMP Assessments completed in [2005](#) and [2015](#), and [National JV 2015 Future Directions Summary](#) and address human dimensions as appropriate and feasible.

The Implementation Plan Revision will be considered successful if SFBJV partners sign on to actively participate in the Management Board and/or Working Committees as appropriate to each organization/agency's role and mission and to collectively work towards the goals by implementing the objectives and strategies defined within it.

Timeframe: A revised Implementation Plan will be produced over the course of approximately one year from the initiation of the Work Teams.

Content Development and Review: The [draft chapters/sections](#) will be completed by [Work Teams](#) made up of JV partners, leaders and JV staff, each with a minimum of one team chair and some also with co-chairs. [Guidance](#) for the Work Teams will be created by the Project Manager, Project Management Assistant and other SFBJV Staff and any self-identified Implementation Plan Team (IPT) members who want to be involved at this level. Work Team Chair(s) will refine and finalize guidance prior to initiating the first Work Team meeting. Once the Work Team Guidance is finalized, Work Team members will be invited and meetings will be scheduled for each Work Team. Work Teams will commit to producing a first draft by an agreed upon deadline and to complete or approve any refinements requested or made through reviews by the SFBJV Staff, interested IPT members and John Hart. All [final draft](#) revisions will be completed by the Primary Writer, who will take the various sections being completed by different Work Teams and build it into the completed Implementation Plan, identify and fill gaps or request additional content from Work Teams or Staff to fill any remaining gaps. The Primary Writer will also write first and final drafts of some chapters/sections, particularly introductions, with guidance from the Project Manager and Beth Huning, and may review guidance and attend some Work Team meetings. Writer scope will be revisited and revised periodically to incorporate other needs identified as content development proceeds.

Completed first drafts, any significantly revised drafts, and final drafts will each be reviewed by the designated Staff liaison first (and IPT liaison, where one is identified) and revisions, depending on the scope and type of revision needed, will be made by the reviewer, requested from the Work Team who produced the draft, or made by John Hart. Drafts that are significantly modified from what was submitted by the Work Team will go back to the Work Team for approval. All final drafts will be reviewed by the Staff liaison, the full IPT, then submitted for approval by the Management Board. Other drafts may be brought to the Management Board on the discretion of the PM, other Staff or IPT if there are any significant new goals, objectives or strategies proposed or any other factors judged to need prompt review.

This process will be orchestrated by the Project Manager. The Project Manager will have the discretion to modify this process as needed on a case by case basis based on content and timing.

Outside review: It will be determined after the content development process begins whether there is need for outside review, or whether this is covered through the Work Teams, which will each include content experts.

Scope: When this process is completed, the resulting combination of documents and web content will re-confirm or revise JV goals, objectives, strategies, and operations. It will link and reference relevant content from other plans as detailed in the [Scope of Content](#), revise, incorporate or link [existing relevant content and plans](#) address [key drivers](#) identified by the SFBJV Management Board, and focus on those elements that make the SFBJV unique: a focus on conservation implementation of measurable objectives through collaboration. The content will be organized per the approved [Table of Contents](#) (TOC). The Scope should be considered the combination of TOC and the success criteria. Target audiences are: conservation delivery partners and managers, policy advocates, outreach partners, regulators, funders, SFBJV partner scientists

Requirements: Sufficient qualified and available Work Team members to complete all of the identified content areas, an available and high quality writer, buy in and desired prioritization by all stakeholders/participants. Budget to pay for writer and other identified costs.

Stakeholders/Participants and roles include ([contact list](#)):

1) The SFBJV Management Board: (*Project Sponsor*, with final sign off authority). The Management Board will provide direction and make all final decisions on process and content. Individual Board members are invited to take part in the more detailed work of the planning effort depending on their interest and time. In terms of content coming out of the Work Teams (*some from [WT Charter](#)*), The SFBJV Management Board will be consulted specifically on:

- Approval of this Project Charter;
- Approval of Budget (recommendation to be provided to Executive Committee for approval, with sign off requested by full board);
- Proposals for new goals or changes to previously adopted goals
- New policy recommendations;
- Any recommendations that involve new financial resources of the SFBJV
- Board sign off will be required on earlier drafts as deemed necessary by the Project Manager or IPT reviewers;
- Board sign off will be required on final draft of chapters and of full, completed document.

2) Implementation Plan Team: (*Advisory Committee* see [IPT Charter](#) for more detail and member list). Includes subset of Management Board Members and all JV staff. The purpose of the Implementation Plan Team (Team) is to guide the update of the Implementation Plan by:

- Providing guidance to the Project Manager;
- Developing/Confirming outline (TOC) and scope of content;
- Confirming process, structure and timeline for the revised plan;

- Confirming strategies, actions, tasks, and priorities;
- Confirming task groups to accomplish tasks;
- Confirming a process for reporting by task groups who are preparing plan content;
- Reviewing draft content, including first draft, significant revisions, and final draft prior to review by full Management Board;
- Communicating progress to the SFBJV Management Board;
- Confirming a process for adoption by the SFBJV Management Board;
- Ensuring the completion of a final revised Implementation Plan for review and adoption by the SFBJV Management Board;
- Engaging in ongoing communication with their respective organizations;
- Ensuring that the final report is circulated and vetted by their respective agencies; and
- A recommended process and timeline for future updates to the Implementation Strategy.

3) Project Manager (PM): The person who has the overall responsibility for leading the project through planning, execution, and closing of the project, including managing the people, resources and scope of the project. Reports directly and regularly to the IPT. Sandra Scoggin is the Project Manager as approved by the IPT on September 1, 2016.

4) Writer: Paid professional writer to be brought on as early as possible once content development begins. John Hart recommended by IPT and subsequently contracted. Scope will be defined in phases and is available upon request.

5) Work Teams or Content Development Teams: Ad hoc work groups to be developed by considering and inviting sets of qualified individuals that can commit to develop each area of content. One team may be assigned multiple chapters or “content areas” that span multiple chapters. Each team will have a charter and receive detailed [guidelines](#) for their chapter/content area. Each team will designate a lead and co-lead who will be the points of contact for the PM. Each team will also be assigned a Staff liaison and some will also have an IPT liaison to provide guidance and to complete the first review of draft content that will flag areas needing approval by full IPT or Management Board. A six-month timeline has been identified for each work team, although teams will not be completely disbanded until the Management Board adopts the plan, and will be available for consultation, revisions and refinement as needed.

6) Content Experts: In some cases, experts may need to be hired and paid to complete certain chapters or sections of the plan.

7) Technical Advisory committee: Need for this and their role TBD. During review process, not final draft.

8) Project Management Assistant (PMA): Will work directly with and be supervised by the PM on any needed elements of project planning, execution, tracking, and reporting. The PM will work with each Work Team lead to schedule and prepare for each meeting and secure all logistics – food, av, flip charts, etc. PM assistant will book meeting rooms, help set agendas in consultation with the PM and IPT liaison for the content area. The PM Assistant will assist the PM as needed with other tasks.

Assumptions and Risks include: Balance of JV Staff time in managing the project vs completing other priority work of the JV, schedule may not be realistic, a delay in one task causing a cascading effect on dependent tasks, any funding actual cost could be greater than estimated, scope creep, delays due to volunteer nature of participation in teams, disagreement among work team members on content, content that doesn't meet the guidelines, additional revisions needed that extend the timeline.

Draft Budget: Found [here](#).

Project Timeline: Found [here](#).

Milestones: [Work Team](#) formed for each chapter/content area, Writer hired, PM assistant hired, Work Teams initiate work, Chapter draft complete and ready for initial review, final chapter draft ready to go to Writer, Final Document ready for review and approval by board.

Projected Start and Finish and completed milestones: Initial SFBJV Management Board approval to move forward with the project July 2015, kick off of IPT October 2015, data gathering and creation and adoption of Table of Contents October 2015-September 2016. Project management of content production initiated September 2016. Estimated project completion December 2017.

Consensus as the Fundamental Principle: The Work Teams and Implementation Plan Team shall strive for consensus (agreement among all participants) in all of its decision-making on substantive issues and recommendations.

Definition of “Consensus” Process: Taking a consensus-based approach to decision making does not mean that complete, enthusiastic support for every recommendation will be required to move forward with decisions or recommendations. It does mean that deliberate effort will be made to reach consensus, and that opposing points of view will be worked through thoroughly to identify potential areas of agreement. If needed to test the level of support for a proposal or recommendation, the Committee and the Work Teams will employ a tool called the Gradients of Agreement. This tool is a mechanism for testing the level of agreement on a proposal that expands on the traditional “yes” or “no” voting.

The Gradients of Agreement are typically described as follows:

1—Strong opposition: no amending of the proposal will be acceptable to the member

2— Oppose unless amended. Member will oppose unless the proposal is amended, member clarifies what needs to be amended.

3— Stand aside or Neutral. Member notes disagreement, but will stand aside to allow the group to reach consensus without them. Or, the proposal doesn't affect the member or their interest.

4—Live with it/workable. Member doesn't love the proposal but can live with it

5—Strong support

DECISION RULE: An IPT or Work Team decision or recommendation will be considered a consensus decision if all members register 3-5 on the Gradients of Agreement. If after reasonable efforts the Teams are unable to reach consensus on a specific issue or recommendation, resolution will proceed through the conflict resolution procedures described below. If the IPT is unable to reach consensus on a key issue or recommendation, members will resort to voting as a final resolution.

Conflict Resolution: Should conflicts arise among Work Team members—e.g. over data, data interpretation, assumptions or uncertainty parameters— contributors will strive first to resolve any disagreements within their respective Work Teams with the assistance of the Project Manager or SFBJV Coordinator. Should they be unable to resolve a conflict within their individual Work Team, they will seek input from the Project Manager, other JV Staff or another Work Team or groups if appropriate to resolve the issue at hand. These joint meetings may be professionally facilitated, using a joint fact finding model. Should the Work Teams fail to reach satisfactory agreement, the unresolved issue will be referred to the Implementation Team, who will make a recommendation to the Management Board. The Management Board will be charged with recommending resolution of the issue at hand. If the Management Board is unable to resolve and issue, it will be referred to the IPT for final determination.