

USFWS MRRP Adaptive Management Roles and Responsibilities, Organizational Structure, and Annual Timeline

Membership, Roles and Responsibilities (Figure 1)

USFWS Leadership

USFWS Membership

Regional Director, USFWS Region 6 (Lead)

Regional Director, USFWS Region 3

The Regional Director from Region 6 is the lead for the U.S. Fish and Wildlife Service (USFWS) on the Missouri River system and represents the USFWS on this team providing ultimate guidance and will ensure all appropriate information, reviews, and input from Ecological Services and Fish and Aquatic Conservation staff in both Regions 3 and 6 have been obtained and considered before USFWS decisions and recommendations are finalized and delivered. Regular communication and coordination between Region 6 and Region 3 within the USFWS is important given Region 3 contains a lengthy portion of the lower Missouri River. The Regional Directors will maintain close communication with members of the USFWS Agency Oversight team.

Agency Oversight

USFWS Membership

Assistant Regional Director Ecological Services Region 6 (Lead)

Missouri River Coordinator

Representative(s) – To Be Determined

The Assistant Regional Director for Ecological Services (ARD-ES), from Region 6 serves as the lead of the Agency Oversight Team. As the USFWS lead, the ARD-ES R6 will ensure all appropriate information, reviews, and input from Ecological Services and Fish and Aquatic Conservation staff in both Regions 3 and 6 have been obtained and considered before USFWS decisions and recommendations are finalized and carried forward. Additional members of the oversight team include the Missouri River Coordinator and a Representative (to be determined). The open slot allows for flexibility based upon the subject matter and required policy expertise. To enhance vertical continuity there is overlap between team members throughout this structure, e.g. the Missouri River Coordinator while a member of the Oversight team serves as the lead of the Agency Management Team. Roles and responsibilities specific to the Missouri River Recovery Program (MRRP) Adaptive Management (AM) Program Agency Management Team include the following:

- Provide input to decisions about priorities
- Provide input to decisions about targets and objectives
- Provide input to decisions about program structure and changes

Agency Management Team:

USFWS Membership

Missouri River Coordinator
AM/Section 7 Lead
Fish Team Lead
Bird Team Lead
Representative(s) TBD

The Missouri River Coordinator serves as the USFWS lead of the Agency Management Team. As the USFWS lead, the Missouri River Coordinator will ensure all appropriate information, reviews, and input from Ecological Services Project Leads and Fish and Aquatic Conservation Program Supervisors in both Regions 3 and 6 have been obtained and considered before USFWS decisions and recommendations are carried forward. The Missouri River Coordinator provides general program guidance and ensures full coordination with the USFWS Fish Team, Bird Team, Human Consideration (HC) Team, Technical Team USFWS representatives and broader USFWS team engaged in MRRP activities. The AM/Section 7 Lead assists with compliance issues and advising inter- and intra-agency direction within the AM context. The AM/Section 7 Lead serves to ensure the USFWS staff are engaged appropriately in the AM process and works closely with the USACE AM lead to help guide the process. Additional members of the Agency Management Team include the Fish Team Lead and Bird Team Lead to further enhance vertical continuity.

Roles and responsibilities specific to the MRRP AM Program include the following:

- Provides input to decisions regarding allocation of budget, staff, and material
- Make recommendations on action and research prioritization and flow modifications
- Prepare draft Work Plans
- Recommend changes to program components and governance

Bird, Fish and Human Considerations Teams:

USFWS Membership

Fish Team

Pallid Sturgeon Recovery Coordinator (Lead)
USFWS Pallid Sturgeon Technical Team Coordinator

Bird Team

Bird Team Coordinator (Lead)
USFWS Bird Technical Team Coordinator

HC Team

HC Team Lead

The Bird, Fish and HC Team Leads represent the USFWS and will ensure all appropriate information, reviews, and input from Ecological Services and Fish and Aquatic Conservation staff in both Regions 3 and 6 (see Figure 1) have been obtained and considered before USFWS decisions and recommendations are

carried forward. The Fish and Bird Technical Team Leads also serve on each of the respective teams to further enhance vertical continuity. The Human Considerations Team Lead works closely with Missouri River Recovery Implementation Committee (MRRIC) members and the broader stakeholder community to ensure an understanding within the USFWS of Human Considerations issues.

Roles and responsibilities specific to the MRRP AM Program include the following:

- Review research, monitoring and assessment results and make related recommendations
- Identify needed research, technical assessments, etc.
- Resolve issues related to project siting, construction, operations, etc.
- Develop recommendations on prioritizations for management action implementation based on discussions at AM workshops
- Conduct “on the ground” tasks necessary for implementation

Bird and Fish Technical Teams:

USFWS Membership

Fish Technical Team

USFWS Pallid Sturgeon Technical Team Coordinator (Lead)

2 additional members ensuring that each Missouri River Fish and Aquatic Conservation office is represented

Bird Technical Team

USFWS Bird Technical Team Coordinator (Lead)

Tern/Plover Biologist

The Bird and Fish Team Technical Team Coordinators (Leads) provide technical insight and expertise on their respective teams and ensure communication, feedback and engagement is occurring within the team and between lateral USFWS staff as shown in Figure 1. The Fish Technical Team has three members representing each of the three USFWS Fish and Aquatic Conservation offices along the Missouri River with the USFWS Pallid Sturgeon Technical Team Coordinator serving as the lead. The Bird Technical Team should have two members with a representative from each Region (3 and 6). One of the Bird Team members serves as the Coordinator (Lead). Roles and responsibilities specific to the MRRP AM Program include the following:

- Conduct monitoring and assessment of projects
- Analyze and evaluate data and hypotheses
- Develop and apply models as needed
- Interpret results and present findings in reports and at biannual science meetings
- Assess potential courses of actions and outcomes
- Conduct research and undertake studies as directed

Recovery Teams and Recovery Workgroups: Associated Recovery Teams and Workgroups serve at the request of the USFWS providing reviews, input and recommendations to the USFWS for consideration on issues facing the recovery of listed species. Within the AM structure the USFWS will make regular formal

requests to the Recovery Team and associated Recovery Workgroups to provide input directly to the USFWS to provide a broad spectrum of input and better inform USFWS decisions. Recovery Team and Workgroups engagement is described within this document.

The efforts of Recovery Teams and workgroups are founded in the Endangered Species Act (Act) of 1973, as amended. The USFWS administers the Act and oversees the recovery of threatened and endangered species.

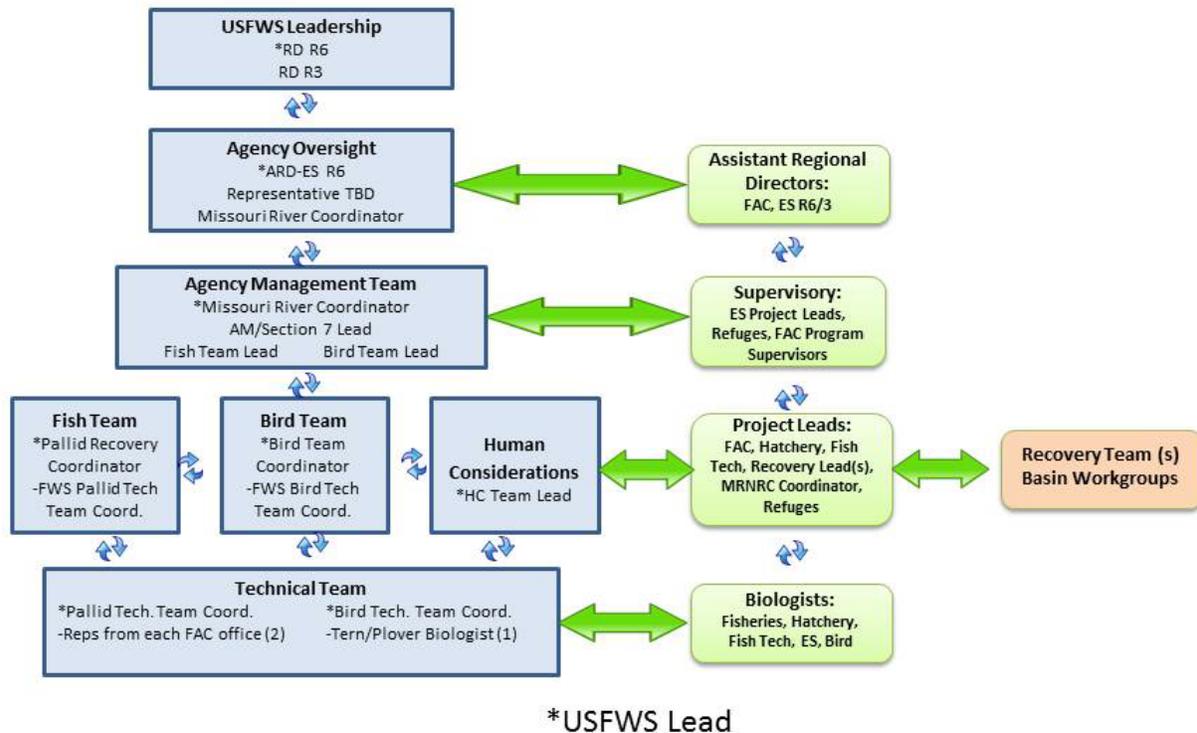


Figure 1. USFWS Missouri River Organization Structure for the MRRP Science and Adaptive Management Plan.

USFWS Lead Roles and Responsibilities

- Communicate and seek input laterally within the USFWS, Recovery Team(s), and Basin Workgroups (especially prior to and following major engagements in the AM process).
- Coalesce information and ensure all appropriate reviews, input from Ecological Services and Fish and Aquatic Conservation staff in both Regions 3 and 6 have been obtained and considered before USFWS decisions and recommendations are finalized and provided up the vertical chain.
- Ensure that USFWS staff understand decisions and direction of the MRRP AM program through appropriate communication.

USFWS Engagement in the AM Process

NOTE: this represents the order of events as characterized in the Process Map and in the Science and Adaptive Management Plan (SAMP) however the specific dates, including months, will need to be assessed and adjusted each year.



This document focuses on key USFWS AM process engagements denoted by the symbol to the left in Figure 2.

The USFWS engages in other venues with many other entities (USACE, States, MRRIC, Tribes, etc.), however that engagement is not described in this document, with the exception of overlaps of the AM process.

USFWS PROCESS (INTERNAL) OF ADAPTIVE MANAGEMENT ANNUAL GOVERNANCE ACTIVITIES PROCESS MAP

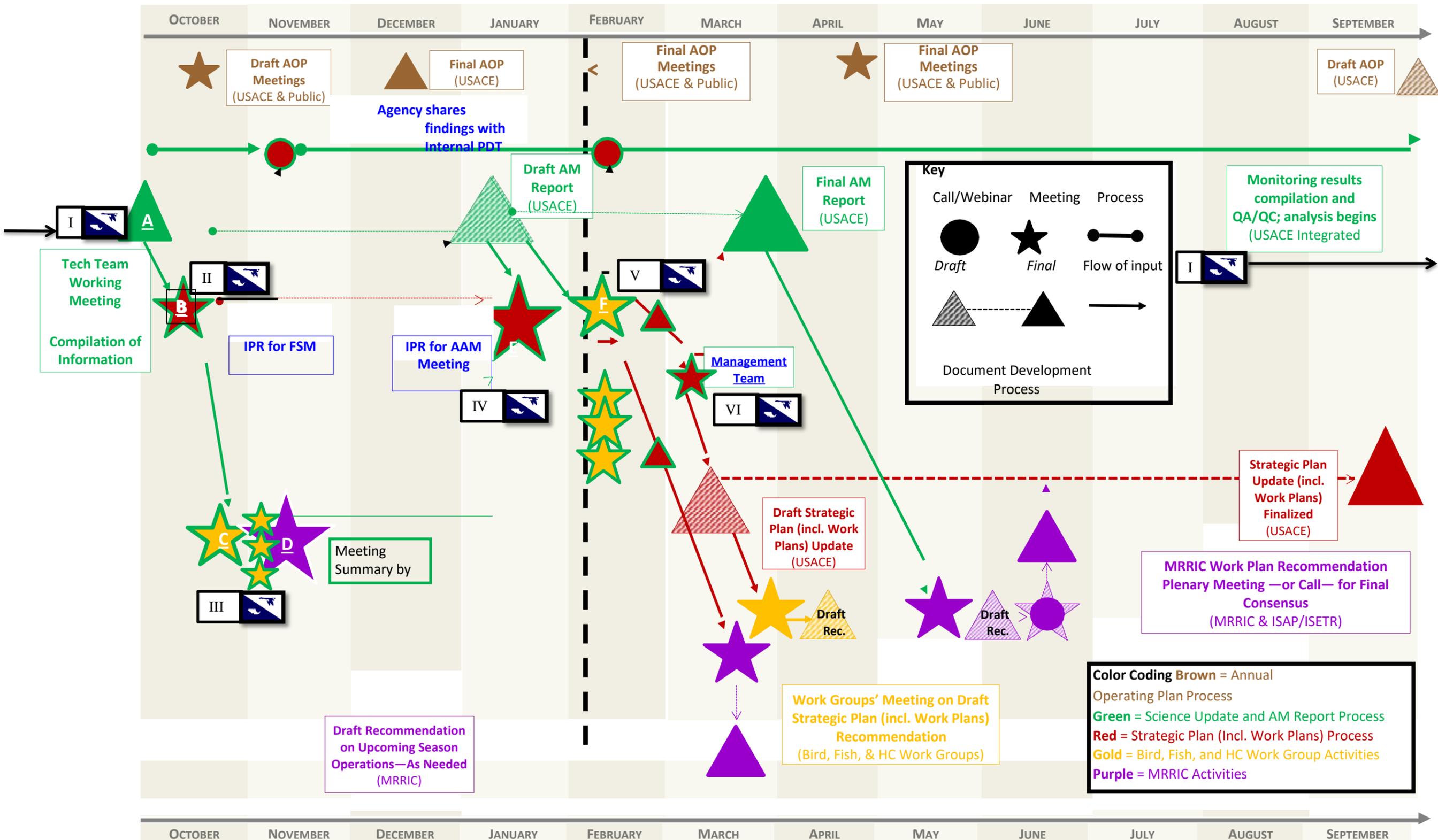


Figure 2. This process map depicts the proposed governance activities to be undertaken annually by the USACE, USFWS, MRRIC in the implementation of AM related to the endangered piping plover and pallid sturgeon in the Missouri River. This process map reflects the governance recommendations developed by the MRRIC AM Ad Hoc Group for consideration by MRRIC in August 2016.

Information development for Fall Science Meeting (FSM):



I. USFWS Preparation for Fall Science Meeting (FSM)

Time Frame: July – September

Who: Technical Team Leads, Fish Team Lead, Bird Team Lead, Technical Staff

Objective: Coalesce relevant science as related to Hypotheses, Big Questions, and Emerging/New Science related to reserve or yet to be developed hypotheses. The USFWS Code of Scientific and Scholarly Conduct will serve as guide for USFWS staff working on this objective - <https://www.fws.gov/science/pdf/ScientificIntegrityFWSCo212fw7.pdf>

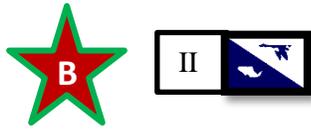
Process: Technical staff prepare concise briefing papers related to Hypotheses, Big Questions, and Emerging/New Science related to reserve or yet to be developed hypotheses. Information related to other technical aspects such as monitoring should also follow this format. Briefing papers are then brought forward to the appropriate Team Lead. The Team Lead facilitates a process with lateral internal USFWS staff as shown in Figure 1 (USFWS Org Structure) to determine the disposition of information. Concurrent work will be occurring with the broader Technical team as described here:

“The Green triangle (A) represents work done (by the USFWS Technical staff, AM Technical Team and Integrated Science Program) to gather data together for the FSM. It does not represent a meeting, although there may be a meeting of technical folks in preparing the data. Data gathered includes species and habitat monitoring, species and habitat related research, habitat creation and maintenance activity, and hydrology information. The Technical Team conducts preliminary analyses and organizes the information to address previous year’s management actions, monitoring, and research to present at the FSM. ISP PM and AM PM will coordinate on presentations needed for the Agencies Coordination Meeting and set an agenda highlighting preliminary findings through presentations from Technical Team members, ISP staff, Researchers and monitoring team individuals. Topics covered would include: Species Status Updates; Preliminary Species Research Findings; Preliminary Performance Information (habitat and pilot projects)”

USFWS Species Recovery Lead(s), USFWS Species Recovery Teams and USFWS Species Workgroups:

- Species Recovery Lead(s) will facilitate a discussion with Species Workgroups and/or Species Recovery teams to determine important issues to focus on related to Hypotheses, Big Questions, and Emerging/New Science in early July.
- Prepare concise briefing papers related to Hypotheses, Big Questions, and Emerging/New Science related to reserve or yet to be developed hypotheses. Information related to other technical aspects such as monitoring should also follow this format. (Template will be provided in July)
- Species Recovery Lead(s) will facilitate a discussion with Species Workgroups and/or Species Recovery teams to prioritize issues and provide recommendations to the USFWS to be considered for inclusion in the Fall Science Meeting.

In Progress Review (IPR):



II. In Progress Review preparation for Fall Science Meeting

Time Frame: October

Who: Agency Management Team, Fish Team, Bird Team, Human Considerations Team and Technical Staff as determined by relevant science moving forward from the previous step.

Objective: Review information to be presented at Fall Science Meeting and ensure presentations are high quality, and focused on program objectives and conclusions that are scientifically sound.

Process: The Red Star with Green outlines (B) is similar to the IPR's that have been utilized over the course of the Management Plan and SAMP development and represents the Agencies (USACE and USFWS) review of preliminary information and trends in an effort to prepare for the Fall Science Meeting and AM Team engagements, including the MRRIC Workgroups.

The Fall Science Meeting is a Science and AM component and will be set up and carried out by the USACE Integrated Science Program Manager (PM), USACE AM PM, USFWS AM/Section 7 Lead and critical USACE and USFWS agency staff. This star represents a meeting to share the preliminary information on research, monitoring, habitat actions and pilot projects.

Information will be presented by the Technical Team and Principle Investigators. This first look provides agency staff an opportunity to ask questions and gain understanding. It also provides opportunity to ensure presentations are high quality and focused on program objectives (Big Questions, Hypotheses, Emerging New Science) and that conclusions are scientifically sound.

Code of Scientific and Scholarly Conduct will serve as guide for USFWS staff working on this objective - <https://www.fws.gov/science/pdf/ScientificIntegrityFWSCo212fw7.pdf>.

Based on this meeting an agenda for the Fall Science Meeting and the Team Meetings will be developed.

Fall Science Webinar and Fall Science Workgroup Meeting



III. Fall Science Meeting

Time Frame: October

Who: Agency Management Team, Fish Team, Bird Team, Human Considerations Team and Technical Staff as determined by topics and participation needs

Objective: Develop a preliminary understanding of technical results and implications of the science on the MRRP Science and Adaptive Management Plan.

- Implications of science on actions in the context of the 5-year strategic plan
- Implications of science on Technical Team work efforts
- Implications of science on potential topics for Independent Panel review

Process: The Fall Science Meeting (Yellow star with green outline and labeled [C]) is the venue to review initial outcomes of the previous year’s management actions, monitoring, and research, and to identify specific analytical topics of interest to the Management Team, Bird, Fish and HC Teams.

The Fall Science Meeting is held annually in October. It is led by the Integrated Science Program (ISP), to provide a focused opportunity for the Technical Team, Bird, Fish, and HC Teams, to meet, hear about, question, assess, and understand the **preliminary** technical results and implications of AM Plan implementation.

In particular, the Fall Science Meeting is intended to (a) serve as a **preliminary** update for ongoing research and technology development activities, (b) provide opportunities to share early observations regarding system conditions, project performance, and monitoring activities, and (c) identify and assign additional analyses needed for the upcoming AM workshop, and (d) allow Water Management to provide a briefing on the draft Annual Operating Plan and receive feedback relative to MRRP needs.

Bird, Fish and HC Teams are the primary collaborative component of the AM Plan governance process. They are focused on learning and understanding the scientific findings and performance of the program over time. Members (USACE, USFWS and MRRIC) serve to coordinate with associated teams to keep them informed of new information and developments. Team members are expected to interact with the entities they represent before and after each engagement, and keep the groups they represent apprised of the activities and decisions/recommendations of the Team. Interactions during the development of the Strategic Plan/Work Plan generally involve multiple engagements, including at least one joint meeting of the Bird, Fish, and HC Teams.

Process: Webinar meeting provides a preliminary update and allows for clarifying questions and limited discussion. Following the Fall Science Meeting webinar and prior to the Fall Science Workgroup in person meeting USFWS Team Leads and Technical Leads should discuss implications of the presentations with lateral agency staff to develop concise input, suggestions and observations to be shared at the Fall Science In-person workgroup meetings. At the Fall Science In-person workgroup meetings Fish, Bird and HC Team Leads should share key suggestions and observations.

USFWS Species Recovery Lead(s), USFWS Species Recovery Teams and USFWS Species Workgroups: Technical staff identified through the Fall Science preparation process (I.) will present and discuss new or ongoing science information at the Fall Science meeting and further discuss the information as needed at the Fall Science Workgroup meeting(s). Technical staff may be called upon to provide technical insight and information as the draft AM Report is developed (Nov-Dec). Species Workgroup chairs will be called upon by the USFWS to participate in person at Fall Science

Workgroup meeting(s).

In Progress Review (IPR)



IV. In Progress Review preparation for AM Workshop

Time Frame: January

Who: Agency Oversight, Agency Management Team, Fish Team, Bird Team, Human Considerations Teams. Attendance by Technical staff will be issue driven.

Objective: Review draft AM Report in preparation for the AM Workshop, Ensure presentation are high quality, focused on program objectives and conclusions are scientifically sound.

Process: This meeting is similar to the Fall Science Meeting Agency Coordination Meeting in that the agencies hear the information included in the draft AM Report on project and program performance and ask refining questions on science and performance findings. It is a 1-2 day meeting led by the ISP PM. The Red Star with Green outlines (F) represents the Agencies (USACE and USFWS) review of information and trends in an effort to prepare for the AM Team and MRRIC engagements during the Annual AM Workshop. A dry run of the information will be presented by the Technical Team and Principle Investigators of research, monitoring and pilot projects after further evaluation and consideration of comments received during the Fall Science Meeting. This meeting will allow for ensuring presentations are high quality and focused on program objectives and that conclusions are scientifically sound. Based on this review an agenda for the Annual AM workshop and the Team Meetings will be developed.

Prior to the Annual AM Workshop Team Leads should coordinate key messages and issues to be discussed at the workshop with lateral USFWS.

USFWS Species Recovery Lead(s), USFWS Species Recovery Teams and USFWS Species Workgroups: Species Recovery Lead(s) will coordinate key messages and issues to be discussed at the AM workshop with Species Workgroups during annual winter meetings or via other communication means as appropriate.

Annual Adaptive Management Workshop



V. AM Workshop

Time Frame: February

Who: Agency Oversight, Agency Management Team, Fish Team, Bird Team, Human Considerations Teams. Attendance by Technical staff will be issue driven.

Objective: Report results and have scientific discourse determining recommendations regarding direction for future actions.

Process: The purpose of the AM Workshop is to report on results of project and Program performance monitoring and promote the exchange of scientific information among technical experts involved with the Program, decision-makers, and stakeholders. Workshop organizers will optimize opportunities for interaction among participants with the aim of supporting program decisions for subsequent years. This Workshop is facilitated and is held early February of each year (led by the ISP) to provide an opportunity for Federal and State agency staff, contractors, and stakeholders to interact and discuss results of research and monitoring efforts for the previous year (various presentations and the draft AM Report) and plans for the upcoming year.

The USACE ISP PM, USACE AM PM and the USFWS AM/Section 7 Lead, with assistance from the Facilitator, are responsible for organization of the annual AM Workshop, and for summarizing and disseminating summary materials to support draft updates to the Strategic Plan (including the Execution Plan).

USFWS Species Recovery Lead(s), USFWS Species Recovery Teams and USFWS Species Workgroups: Species Recovery Lead(s) will ensure appropriate technical experts are present to discuss issues emanating from the preceding Fall Science, Fall Workgroup meetings and preparation of the draft AM Report. Species Workgroup chairs will be called upon by the USFWS to participate in person at the AM Workshop.

Structure:

Three-day workshop.

- Birds (and associated HC), Pallid (and associated HC) – day one and two
- Bird, Fish, and HC Teams – day three

Products:

- An overall summary of the Workshop presentations and discussion developed by the ISP PM
 - Separate summaries of the Team meetings developed by the Team Lead and facilitation staff
- These are shared with Agencies and MRRIC in preparation for March MRRIC meeting (and assist the USACE' efforts to develop the draft updates to the Strategic Plan (including the Execution Plan).

Management Team Engagement



VI. Management Team Engagement

Time Frame: March

Who: Agency Management Team. Participation by additional staff will be issue driven.

Objective: Development of draft Strategic Plan for presentation to agency leadership and MRRIC.

Process: The smaller Red Star outlined by Green represents the Management Team part of the AM Governance structure. The Management Team develops the draft Strategic Plan for presentation to agency leadership and the MRRIC based upon the recommendations of the Bird, Fish, and HC Teams and following guidance provided by the USFWS Agency Oversight Team and USFWS Leadership. The Management Team makes recommendations to leadership on issues requiring Oversight-level decisions. They also provide leadership for the HC, Bird, and Fish Teams, and ensure day-to-day implementation of the MRRP is consistent with requirements in the SAMP and direction from leadership.

USFWS Species Recovery Lead(s), USFWS Species Recovery Teams and USFWS Species Workgroups: Species Recovery Teams and/or Species Workgroups will provide consolidated Team and/or Workgroup recommendations to the USFWS Species Recovery Lead(s) for USFWS consideration regarding the draft Strategic Plan and draft AM Report prior to the USACE/USFWS Management Team Engagement.

Products:

- A draft update to the Strategic Plan (including the Execution Plan) by the USACE' MRRP PM including the following:
 - Updates to the Calendar Fiscal Year Work Plan
 - A draft of the FY+1 Execution Plan [e.g., version of work plan shared for SAMP deliberations at present]
 - Level of effort assessments of program needs for FY+2 through 4
 - Significant study proposals
 - Proposed changes to components of the AM Plan
 - Other recommendations for consideration of the MRRIC and agency leaders