(Topic to be addressed)

Instructions to Work Group Members

1.0 Introduction

The Minnesota Ground Water Association Board of Directors (Board) wishes to thank you for volunteering to serve on the work group that will draft a white paper regarding this topic. This white paper will serve as the principal means for the Minnesota Ground Water Association (MGWA) to explain the impacts that this topic is likely to have on Minnesota's groundwater resources. Your input is critical for ensuring that it is scientifically sound and meets the goals and purposes of a MGWA white paper.

2.0 Roles and Responsibilities

The preparation of a white paper involves many members of the MGWA who have separate roles and responsibilities. It is important that everyone understands the differences between the roles and responsibilities of the Board, the White Paper Committee (WPC), and the work group to avoid confusion and misunderstanding.

2.1 Work Group Members

The work group has the overall responsibility for writing the white paper and considering input from other MGWA members and invited groups when preparing its content. As a member of the workgroup, you are representatives of the Board and are the primary individuals who have been selected to prepare a document that reflects the views of all MGWA members (Members). It should be noted that the white paper resulting from your efforts will be a consensus document incorporating the differing viewpoints involved with this issue. Your commitment to reach a consensus will be critical for ensuring that it is technically objective and politically neutral. Sometimes it may not be possible for everyone to agree, so a three quarters majority of all work group members, not just those attending a meeting, is needed for official work group approval.

The specifications for preparing a white paper are presented in the document entitled "White Paper Content". Regardless of the topic that is to be addressed every work group member has the following responsibilities –

- Attend work group meetings or inform the chair person when you cannot attend;
- Solicit input from others who are not work group members to obtain information that supports the content of the white paper;
- Actively participate in preparing the white paper by:
  - o writing text;
  - o collecting reference materials and evaluating their relevance to the white paper;
  - o suggesting or preparing tabular or illustrative information;
  - o maintaining an open dialogue with the other work group members;
  - o reviewing and commenting on input from other work group members;

- evaluating the comments from the MGWA Membership regarding the preparation and content of the white paper;
- reviewing and commenting on the content and scope of the white paper; and
- maintaining a respectful, cordial, and professional relationship with the other work group members to promote group consensus and ensure productive meetings;

- Explain the purpose for the work group to others who inquire about it; and
- Help ensure that the white paper is prepared in a timely manner.

To facilitate your role as representatives of the MGWA, the MGWA may publicly list the members of the work group. All members of the work group will be named as authors of the white paper.

Although the number of MGWA members who will serve on a specific work group is likely to vary, a work group must include the following positions with their associated responsibilities –

Chair - The work group will designate a chairperson and a co-chair to fill in for the chair when this person cannot attend a work group meeting. The responsibilities of the chair are-
- Schedule work group meetings and prepare an agenda for each meeting;
- Lead work group meetings;
- Ensure that summary minutes are prepared for each work group meeting;
- Develop and maintain a work schedule;
- Assign tasks to other work group members and specify a due date for completing each task;
- Ensure that the work group remains focused on the white paper topic;
- Ensure that the white paper meets MGWA specifications for content and format;
- Ensure the input from other MGWA members relating to the white paper is addressed by the work group;
- Report progress and discuss issues with the member of the MGWA WPC who serves as the liaison to the work group; and
- Identify two members of the work group who will serve for one year to assist the Board with explaining to others the content of the completed white papers.

Note: The WPC may ask one or more newly appointed members of the workgroup if they would be willing to serve as the chair prior to the initial meeting of the work group so that the process of organizing the work group moves ahead smoothly.

Recorder - The work group will designate a recorder who has the following responsibilities-
- Prepare summary minutes of work group meetings and submit them to the chair and the other members of the work group;
- Collate 1) work products produced by the group and 2) comments received from the MGWA Membership so that a complete record of all input relating to the development of the white paper is available to the Board; and
- Document work group decisions regarding the content of the white paper as well as the rationale of any dissenting opinions;

<u>Lead Writer</u> – The work group will designate a lead writer who has the following responsibilities-

- Consult with the work group chair and co-chair to ensure that MGWA specifications for white paper content and format are met;
- Assemble the input from the other work group members into the initial draft document that will be reviewed by the WPC, MGWA Board, and MGWA Membership;
- Incorporate changes to the initial draft white paper that arise from work group consideration of review comments; and
- Work with other MGWA members who will perform the final editing of the white paper to help ensure that the intent of the work group is not altered by changes in wording or organization.

2.2 White Paper Committee

The WPC provides the Board with additional support for promoting and implementing the preparation of white papers. The white paper process is summarized in the document entitled "Chronology for Preparing a White Paper" and the general responsibilities of the WPC are –

- Compile and prioritize topics that are submitted by the MGWA Membership and recommend to the Board which topic(s) should be selected for the preparation of a white paper;
- Draft a white paper scoping document for review and approval by the Board;
- Assist the Board with organizing and convening a white paper work group;
- Guide a work group through the process of preparing the white paper;
- Ensure that a white paper meets Board specifications for scope and content;
- Prepare guidance documents for the Board that can be used to promote and implement the preparation of a white paper;
- Review and comment on a draft version of a white paper and make recommendations to the Board regarding whether it is ready for review by the Membership or ready to be finalized; and
- Support Board efforts to communicate white paper findings to the MGWA Membership and to others.

A member of the WPC is assigned by the Board as a liaison to each work group in order to-

- Oversee and guide the work group so that it is successful in meeting the Board instructions regarding the scope and content of the white paper; and the deadline for its completion;
- Answer questions that the work group has about the process for drafting a white paper;
- Assist the work group with meeting resource needs that are required to successfully complete the white paper;
- Communicate an issue or question that affects the development of the white paper to other members of the WPC or the Board so it can be promptly addressed;
- Answer work group questions relating to MGWA specifications for content and format;
- Brief members of the WPC on the status of work group activities and implementation of the work schedule;

- In collaboration with the other members of the WPC, perform the initial review of the draft work paper and make a recommendation to the Board whether it is ready for Membership review;
- Explain Board recommendations for completing the white paper following receipt of Membership review comments; and
- In collaboration with the other members of the WPC, perform the follow up review of the white paper pending its consideration of review comments and make a recommendation to the Board whether it is ready for final editing.

The WPC liaison is not a member of the work group but may attend meetings in a mentoring capacity. Work group questions and issues need to be communicated to the liaison via the chair or someone designated by the chair. Whenever a question or issue relates to a matter of process or policy that is new, the liaison will prepare a written response to a work group so that it can be incorporated into the record of work group activities. Also, written responses to questions may be compiled into a fact sheet or other guidance so that future work groups will have ready access to it.

2.3 Board of Directors

The Board is composed of the MGWA executive leadership and represents all members regarding the preparation and distribution of a white paper. Therefore, the Board makes the final decisions regarding the scope and content of a white paper and approves key steps in the process of preparing it. Specifically, the Board will formally -
- Announce the opportunity for members to suggest topics, provide technical input and issues to a work group, and review a white paper draft;
- Set priority for selecting white paper topics;
- Approve a scoping document for each white paper topic that includes:
  - The definition of the topic to be addressed;
  - The scope of the white paper discussion as the topic pertains to impacts on water resources and public health;
  - Specific issues that the work group needs to consider;
  - The purposes for the white paper work group; and
  - The date the final version of the white paper is to be submitted to the Board.
- Designate a member of the WPC to serve as the liaison to the work group;
- Establish a work group and charge it with preparing a white paper that reflects the scoping document;
- Approve changes to the work schedule that are proposed by a work group prior to the change taking effect;
- Approve expenses related to white paper preparation that are paid for with MGWA funds;
- Approve the scope and content of a white paper prior to its being sent to the Membership for comment;
- Approve the scope and content of the final draft of the white paper that has been submitted by the work group;
- Designate an editorial committee that will conduct final editing of an approved white paper;

- Approve the final edited white paper and announce its availability to the Membership and others;
- Designate two members of the work group who will assist with presenting the white paper to the Membership and others; and
- Disband the work group once it has completed its duties as outlined in the white paper scoping document.

3.0 Work Group Meetings

Ideally, work group members will meet on a face-to-face basis although some members may live or work in out-state areas and teleconferencing or video conferencing is necessary. Also, a work group may form internal teams that will focus on specific aspects of the white paper topic. These teams may meet more frequently than the entire work group. It is up to the work group membership to determine the frequency and nature of their meetings. However, the following meeting results are required –

- A schedule for completing the white paper that includes a projected delivery date must be submitted to the WPC liaison prior to the work group moving ahead. The schedule will start with the timeline designated by the Board in the scoping document, but can be modified by the work group either at their initial meeting or during the development of the white paper. However, changes to the work schedule must be approved by the Board.
- Minutes of each work group meeting must be submitted to the WPC liaison within two weeks of the meeting and contain:
    - The date of the work group meeting;
    - A listing of attendees and absentees;
    - A summary of the input from persons who contributed to the topic but who are not members of the workgroup;
    - Decisions regarding old business items;
    - Results achieved by work group members or internal teams;
    - Status of meeting the scheduled delivery date for the white paper;
    - Issues that may affect the content or scope of the white paper;
    - New tasks that are assigned to individual members or teams; and
    - Items that require MGWA Board action or approval.

Work group meetings are considered private deliberations and can be attended only by work group members, WPC members or invited subject matter experts. If an outside person was interested in providing input the work group, the individual will 1) contact the work group chairperson or WPC Liaison; 2) the chairperson decides whether the interested person should be invited to present material as a subject matter expert based on type and uniqueness of the material, expertise, or perspective; 3) if yes, the chairperson will extend an invitation, or, if not, invite the person to provide written material for the work group's consideration. The work group may modify this policy by group approval as part of their normal operations.

4.0 Operating Procedures

The following procedures are to be followed to help ensure that the process for preparing a white paper is consistent amongst work groups and meets the Board expectations that process is open and fair to everyone. Questions regarding procedures should be communicated to the WPC liaison who is assigned to the work group.

Soliciting comments from MGWA members – There are several times during the process of preparing a white paper when a work group is expected to solicit comments from other MGWA members. These are 1) immediately after the work group schedule is approved by the Board and 2) when the draft white paper has been approved by the Board for Membership comment. The first solicitation is intended for the Membership to provide their ideas, concerns, and technical input relating to the topic that is being addressed by the white paper. It is possible that Membership input may introduce one or more issues that need to be reflected in the white paper scoping document. If so, the Board will revise the scoping document to reflect Membership input. The second solicitation is intended to give the Membership the opportunity to comment on the scope and content of the white paper and to identify aspects of the topic that may not be adequately covered by the white paper.

The work group recorder will collate all of the comments that are received under the two solicitations and forward them to the WPC liaison as part of documenting work group activities.

Submitting the white paper for review- There are several times during the development of a white paper that the work group is expected to submit it for review. The first is after the work group has prepared the initial draft and is ready to have it reviewed by the WPC. The purpose for this review is to help ensure that the scope and content meets Board standards for clarity and objectivity. Once the WPC is satisfied, it will recommend to the Board that it is ready for review by the MGWA Membership.

Pending Board approval, MGWA web staff will assist the work group with making the draft white paper available to the Membership for their review. Membership comments will be submitted electronically and forwarded to the work group following the end of this comment period. The work group is expected to consider each comment but makes the decision whether to include it in the final review draft. However, all comments will be addressed cooperatively with the WPC.

Once the work group has updated the white paper by considering Membership comments, it will submit the second review draft to the WPC. The purpose for this is to ensure that that the scope and content still meet Board expectations. Once the WPC is satisfied, it will recommend to the Board that it approve the white paper. Once the Board is satisfied, it will notify the work group chair that the work group has met its responsibilities for preparing the white paper.

Note - There may be times when a work group would like to have draft language reviewed for technical merit by others who are not work group members. This is acceptable as long as the WPC liaison is informed prior to sending the language out for external review. The work group chair will inform the person(s) who are performing the review that they should not share the

language with others. The purpose for this is to avoid confusion regarding the content of the white paper if portions are released prior to the formal comment period by the Membership.

Making use of the White Paper Committee – The WPC represents the MGWA Board in matters regarding the preparation of a white paper. Communication with the Committee should be through the liaison who is assigned to the work group. The work group chair or co-chair has the lead in communicating with the liaison in order to avoid duplicative or conflicting requests. Please review the roles and responsibilities of the WPC for reference to the support it provides to the work group. Remember that the WPC serves to 1) assist the work group with meeting its responsibilities and 2) ensure that the white paper meets the requirements of the Board's scoping document. As such, it is not directly involved with the actual preparation of a white paper although the liaison may attend work group meetings to 1) provide guidance regarding the process of preparing the white paper and 2) help with obtaining resources needed for preparing the white paper.

5. 0 Suggested Agenda for the First Workgroup Meeting

The first work group meeting will be chaired by the WPC liaison until the chair is designated. Other members of the WPC may attend. The purposes for the meeting are to 1) communicate the directions of the Board to work group members, 2) clarify the roles of work group members and members of the WPC, 3) present the process for preparing a white paper, 4) organize the work group membership and 5) identify tasks for work group members that need to be completed prior to their next meeting. Workgroup members will be given 1) the Board's white paper scoping document, 2) this guidance document, and 3) other supporting materials prior to the first meeting and are expected to be familiar with them. The suggested agenda for the initial work group meeting is –

Item 1 – Introductions

Item 2 – White Paper Scoping Document
- Identification of the white paper topic
- Purpose for the work group
- Specific tasks identified by the MGWA Board of Directors
- Schedule for completing the white paper

Item 3 – Identification of Roles and Responsibilities
- Work group members
- White Paper Committee
- MGWA Board of Directors

Item 4 – Overview of the Process for Preparing a White Paper

Item 5 - Election of the Chair and Co-chair

Item 6 – Designation of the Recorder and Lead Writer

- Protocol for requesting resources to complete the white paper
- Documenting workgroup activities
- MGWA web capabilities and filing protocols

Item 7 – Tasks for the Next Work Group Meeting
- Identify time period for soliciting Membership comments regarding white paper topic
- Compile references or sources of expertise that will support white paper development
- Set schedule for completing the initial draft
- Schedule the next work group meeting

Item 8 - Adjourn