

WESTERN

REGIONAL

AIR

PARTNERSHIP

**COMMUNICATIONS
MANUAL**

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WESTERN REGIONAL AIR PARTNERSHIP

COMMUNICATIONS MANUAL

Contents:

| | |
|---|----|
| __ Summary | 3 |
| __ Why — The Role of Communications | 4 |
| __ How — Purpose of Communications Manual | 4 |
| • Internal Communications – Keeping Other Forums Informed to Achieve Common Goals | |
| • External Communications – Keeping the Public Informed to Smooth Implementation | |
| __ Where and How — The Tools | 5 |
| • Why the Internet for Internal and External Communications | 5 |
| • Other Tools:..... | 5 |
| Internal – Communications Responsibilities | |
| External – Public Meetings and Hearings, Presentation and Press Kits, Reports | |
| • Ground Rules for Communicating | 6 |
| __ What is to be Communicated | 7 |
| • Meetings | 7 |
| • Reports, Draft, Final and Inconclusive..... | 7 |
| • Findings | 8 |
| • WRAP Decisions..... | 8 |
| • Organizational Information | 8 |
| __ Who does What Tasks..... | 9 |
| • Co-Chairs of Committees/Forums/Work Groups..... | 9 |
| Meetings, Hearings..... | 9 |
| Draft Reports | 10 |
| Final Reports | 10 |
| Inconclusive Reports Reflecting Consensus, Lack of Consensus..... | 11 |
| Committee Findings | 11 |
| WRAP Decisions..... | 12 |
| • Chairs of Oversight Committees | 12 |
| Draft Reports | 12 |
| Final Reports | 12 |
| Inconclusive Reports Reflecting Consensus, Lack of Consensus..... | 13 |
| • Project Managers..... | 13 |
| Meetings..... | 13 |
| Committee/Forum/Work Group Findings..... | 13 |
| Final Reports | 13 |
| • Record-Takers | 14 |
| Committee/Forum/Work Group Meetings | 14 |

- Communications Responsibilities 14
 - Meetings/Hearings 14
- Participants 15
- General Public 15

— When – Deadlines 16

- Meetings/Hearings 16
 - Time Line for Meetings..... 16
- Reports, Draft and Final 17
- Findings 17
- WRAP Decisions 18
- Organizational Information 18

Appendix A: Internet Access 19

Appendix B: Communications Responsibilities 20

Appendix C: Check List for Public Meetings/Hearings 21

Appendix D: Media Presentation Kits 22

Appendix E: Press Release Procedures and Templates 23

Appendix F: Check List for Draft and Final Reports, Findings and Decisions 25

Appendix G: Check List for Reports Reflecting Consensus and Lack of Consensus 26

SUMMARY

Everyone who participates in the Western Regional Air Partnership has a communications role, either in communicating within the committee or outside the WRAP. The Communications Manual spells out the Why (role of communications), the Where and How, the What, the Who and the When.

WHY is fairly obvious.

- To keep others informed about what our Committees/Forums/Work Groups are doing.
- To see what others are doing.
- To let the public know what we are doing.

WHERE AND HOW is determined by the electronic age, with some old-fashioned personal contact at public hearings.

- Via our Web site (www.wrapair.org)
- Through e-mails, phone calls, letters and faxes.
- Through public hearings for some of the recommendations being made to the WRAP board.
- Through presentations and press releases.

WHAT is communicated (our products).

- Meetings (including conference calls) – agendas, minutes
- Reports (including draft reports, final reports and reports with inconclusive results)
- Findings by committees, forums and work groups
- WRAP decisions

WHO does the communicating?

- Co-chairs of Committees/Forums/Work Groups – overall responsibility for notifications
- Chairs of Oversight Committees – review and oversight
- Project Managers – review, oversight and, in particular, press release coordination
- Record-Takers – responsible for minutes at meetings
- Communications Committee and WRAP staff – coordination of communication
- Participants – responsible for checking Web site, reviewing minutes, being clear in meetings
- Public – individually responsible for accessing information and responding.

WHEN – the Deadlines

- 21 days in advance of a meeting, notice should be posted.
- 3 days in advance of a conference call or small-scale meeting, agenda should be posted.
- 3 days after a meeting, minutes should be posted.
- 3 days after a hearing, notice should be posted on the WRAP website of pending availability of hearing transcripts.
- 10 days after a meeting, committee members should respond to clarify or change minutes.

APPENDICES

Internet, Communications Responsibilities, Public Meeting/Hearing Check List, Media Presentation Kits, Press Release Templates, Check List for Reports, Findings and Decisions, Check List for Inconclusive Reports

WHY – THE ROLE OF COMMUNICATIONS

The purpose of this communications manual is to help WRAP participants:

- Convey accurate and timely information to stakeholders, including the public and all participants, about the goals, activities and proposals of the Western Regional Air Partnership, its committees, forums and working groups.

KNOW WHERE YOU'RE GOING AND COMMUNICATE ALONG THE WAY

Good communication is a two-way street: delivering information and receiving it. Within the WRAP, the communications process will work best if participants come to meetings ready to convey their concerns and listen to others' concerns, all in pursuit of a common goal.

That goal is reflected in each forum or committee mission statement as contained in the work plan. Since the WRAP process is a commitment to consensus, participants have responsibilities to strive to reach a group decision even if that decision does not represent all the individual goals that participants entered the process to achieve.

Communications – Not an After-Thought

Communications is more than just the end product, it is part of the process. That is why note-taking is as much a part of the communications process as public forums and meetings.

HOW – PURPOSE OF COMMUNICATIONS MANUAL

- Provide guidelines and formats for internal and external communications
- Identify responsibilities for the Western Regional Air Partnership and members of its Committees/Forums/Work Groups for various communications functions, internal and external.

Thoughts for Internal Communications

The Western Regional Air Partnership's broad geographic distribution and diverse composition are two reasons that compel clear, careful documentation of decisions made by committees, forums and the WRAP itself. Another reason for careful documentation and clear communications is that some committees and forums may be working far into the future but individual participants may come and go throughout the process. Finally, various components of the WRAP will be working on diverse projects at the same time. Many of these projects have the potential to affect each other, and thus require coordination. Good communication is key.

Thoughts for External Communications

The WRAP charter notes that committee and forum activities will be "consistent with the concepts of open and participatory government." Public understanding is critical to impact. The WRAP process is designed to involve all stakeholders and that includes the public.

WHERE AND HOW:

The Tools:

The Internet -- Primary tool for internal and external WRAP communications.

Appendix A describes how to access the Internet and WRAP's Web site.

Other Tools:

For internal communications:

- Electronic mail or e-mail, including The WRAP News Flash (electronic news updates)
- Faxes
- Phone Calls
- Letters
 - Communications Responsibilities (See Appendix B)

For external communications:

- Public forums and meetings (See checklist in Appendix C.)
- Media presentation kits (See Appendix D.)
- Press kits, including press release templates (See Appendix E.)
- Published reports
- Press conferences (To be organized by Project Managers)

Why the Internet

- The Internet allows for both public and internal communication in a timely, uniform, comprehensive manner.
- The Internet places responsibility for information-gathering on the interested individual, making it valuable for day-to-day communications that are not dependent on public media space/time limits.
- A failure to communicate, when it is a problem of a malfunctioning Web site, is immediately obvious, unlike e-mail, which can go down without notice to sender or recipient.
- For internal communications, the Web site allows participants to communicate with their own forum or committee members and to access pertinent information on upcoming meetings, past meeting minutes and working documents.

Ground Rules for Communicating

Since the process of compromise or reaching a group decision can be difficult and at times turbulent, each participant is asked to follow these ground rules:

- 1) Assume the positive – that the group's deliberations will find common ground acceptable to all.
- 2) Listen to everyone's concerns and try to understand the root of the concern. This means asking questions so that you don't presume the basic problem. (Co-chairs: paraphrase comments as a way of determining whether confusion is present.)
- 3) Voice your own concerns as clearly and as thoroughly as possible.
- 4) Brainstorm for solutions and acknowledge that even ridiculous ideas can generate fodder for innovation.
- 5) Re-examine your own positions constantly and ask yourself how much you are willing to compromise. The earlier that you can identify areas for compromise, the better the chance that the committee, forum or work group can move to issues that may be more problematic.
- 6) Refrain from playing games. For example, some people will not engage in trade-offs unless they feel another trade-off has comparable value. By recognizing that different components fit together to form a solution, the committee members avoid one-on-one trades for a more comprehensive negotiation.
- 7) Remember that the WRAP process is not about retaining the status quo but a recognition that stakeholders can participate in generating change that is acceptable to all and for the betterment of all stakeholders. Remember that change is likely, especially since WRAP's goal is to improve air quality and to prevent further deterioration.
- 8) Be courteous. This includes: avoiding the use of labels for people or positions; not carrying on side conversations when someone is making a presentation or a point; trusting that every participant is there to move the process forward or at least have their positions taken into account if they are uncertain about forward movement.

WHAT IS TO BE COMMUNICATED?

Meetings

Meetings may be telephone conference calls or in-person get-togethers or public hearings.

Communicate:

- **Prior to Meetings**
 - Agendas and Announcements
(Including dates, times for future meetings, and conference calls)
- **After Meetings**
 - Minutes
(Including: participants' names and affiliations (if appropriate); venue; meeting decisions; rationales for decisions; options that were considered; assignments for future work; any other relevant material or submissions.)

Reports (See Appendix F for checklist for Final Reports)

- **Working drafts** – Made available on the Web site and through Project Managers
 - 1) To obtain comments within the relevant committee and from other Committees/Forums/Work Groups.
 - 2) To obtain public comment.
- **Final reports**

To reach final report status:

 - 1) Distribute draft reports to obtain peer review – preferably within the committee, from other WRAP Committees/Forums/Work Groups and from external experts.
 - 2) Obtain review by respective Oversight Committee(s)
 - 3) Revise as appropriate
 - 4) Present to WRAP for approval
 - 5) Change, if necessary, per WRAP review
 - 6) Work with Project Managers to distribute Press Release upon WRAP approval. See “When” and “Who” sections for press release responsibilities
- **Inconclusive reports** forwarded to next decision-making level
When consensus is not forthcoming at the Forum or Work Group level, the issues under discussion will be forwarded in the form of a report to the IOC or TOC, whichever Oversight Committee is associated with the Forum/Work Group. That committee, in turn, will seek to achieve consensus. However, if that committee does not reach consensus, the same process will apply for forwarding the issues to the WRAP itself. See Appendix G for items that are to be included in a forwarded report.

WRAP Has Final Word

Once approved by a Committee/Forum/Work Group, the appropriate Oversight Committee reviews the reports according to specific criteria. (See “Who” below for oversight committee chairs.) The WRAP Board receives reports and takes final action on them, whether the action is to approve, approve with comments or simply acknowledge acceptance of the information's availability to WRAP members.

After WRAP approves or accepts a Final Report, the Communications Committee will work with the relevant committee and project managers to promote dissemination to the public.

WHAT IS TO BE COMMUNICATED? Continued

Findings (See Appendix F for Check List for Findings)

- Forum or Work Group Findings are relevant, substantive elements that the Committee/Forum/Work Group has determined to be fact, based on peer-reviewed research or studies conducted by the Committee/Forum/Work Group. The findings are not opinion but, rather, are information that the entire group agrees upon and for which no dissenting opinion is voiced.

Decisions (See Appendix F for Check List for Decisions)

- WRAP formal decisions

Organizational Information

(To be updated on a regular basis)

- Rosters
- Calendar
- List of Decisions/Findings for Committees/Forums/Work Groups

WRAP's Goals and Visions

The WRAP often tackles potentially divisive environmental issues. Much of its success can be traced to the open, participatory, consensus-based approach the WRAP uses to address these issues. By pooling regional talents, resources and ideas on regional air quality, this "round-table" approach to identify and deal with environmental problems makes the WRAP an effective partner for tribes and states. External communications should include brief statements about the WRAP process. Recipients will then have a better understanding of the Partnership itself, and an increased appreciation for the value of its work.

WHO DOES WHAT TASKS?

This communications manual is designed to walk participants through the process of informing other WRAP participants and the general public regarding Committee/Forum/Work Group and other WRAP activities. The following pages offer specific instructions for Committee/Forum/Work Group chairs, Project Managers, Oversight Committee chairs, record-takers, WRAP staff and other committee members. Tasks differ depending on “What” is being reported.

Why Communicate Meeting Decisions Externally?

We are spending public money. As a result, we legally and ethically are responsible to record what we do and make this information available to the public in a timely fashion.

COMMITTEE/FORUM/WORK GROUP CHAIRS – MEETINGS, HEARINGS

Before the meeting/hearing:

- Set agenda.*
- Work with Committee/Forum/Work Group, Project Managers and WRAP staff to draft press releases announcing the meeting and agenda, if the meeting requires public input. (See Appendix E.) These notices are to provide adequate advance notice. Work with Project Managers to disseminate press releases.
- Post agenda on WRAP’s Web site in Calendar of Events section as soon as possible, preferably 21 days in advance or earlier for an in-person meeting/hearing.
- Notify Committee/Forum/Work Group members, Project Managers and Communications Committee chairs by e-mail, fax or letter.
- Appoint someone on Committee/Forum/Work Group to record decisions.
- For a public hearing hire a court reporter to provide a transcript, if funds are available.

Accuracy Is Committee Chairs’ Responsibility

The responsibility for accuracy rests with each committee, subcommittee or forum chair.

*If a meeting requires public input or is a formal meeting/hearing that the public is encouraged to attend, the chairs are responsible for overseeing the meeting process described in Appendix C.

During the meeting:

- Make sure that the record-taker reads back to the participants the decisions that the group has made and any action plans initiated during the meeting.
- Paraphrase comments and opinions as a way of determining that the essence of the comment is clear to all. This will allow a review of what has been said.

After the meeting/hearing:

- Evaluate progress toward consensus with other co-chair, Oversight Committee liaison and Project Managers.
- Review draft of decisions as written by meeting record-taker (sent within 3 working days of meeting).
- Post pending availability of hearing summaries within 3 working days of a hearing.

COMMITTEE/FORUM/WORK GROUP CHAIRS – MEETINGS, continued

- Send to Webmaster for posting the draft of meeting minutes on Web site within 3 days of receipt.
- Work with Project Managers on press release, whether for announcing public hearing, meeting or decisions of meeting. Work with Project Managers to distribute press release to wider audiences.
- Distribute to committee members who do not have access to the Internet the information that is posted on the Web site within 7 days of information being posted.
- Submit a summary of public hearing to the Webmaster for posting on the Web site within two weeks of the hearing.

Why Have Time Constraints for Reporting Decisions Internally?

Other committees, forums or work groups may need information about your decisions for their own work.

Also, members and observers at the meeting may be asked what happened. Their responses may be incomplete or inaccurate. Timely posting of the record reduces the chance of misinformation.

COMMITTEE/FORUM/WORK GROUP CHAIRS – DRAFT REPORTS

- Review Draft Report for Format consistency (see Check List in Appendix F). Return for correction any drafts that do not meet format requirements.
- Notify appropriate Oversight Committee chairs and Project Managers of the Draft Report availability and discuss which additional committees require notification of report availability for comment.
- Post the Draft Report on the Web site within 3 days of a Committee/Forum/Work Group receiving the Report on which comments are to be sought – provided the report meets format requirements. Make certain that the report is marked “DRAFT.”
- Notify own Committee/Forum/Work Group members by e-mail, fax or letter of Draft availability and ask for review and comment.
- Notify chairs of Committees/Forums/Work Groups from whom comment is sought about Draft availability and ask for review and comment.
- Include deadline for comment.
- Determine with appropriate Oversight Committee Chairs how many public hearings are necessary and where these should be held.
- Work with Communications Committee for advice and support to set up public hearings. (See Appendix C.)

WRAP News is Newsworthy

Given WRAP's composition, the approval of a final report is newsworthy not only regionally, but nationally and possibly internationally. The best way to disseminate such information is through news releases and press conferences in conjunction with a WRAP meeting.

COMMITTEE/FORUM/WORK GROUP CHAIRS – FINAL REPORTS

- Initiate the approval process, which starts with a review by the appropriate Oversight Committee and, finally, review and approval by WRAP members.

COMMITTEE/FORUM/WORK GROUP CHAIRS – FINAL REPORTS, continued

- Review Executive Summary and any Abstract to make certain they are written in language comprehensible to a general public regarding the content, conclusions, or lack of them, and the significance of the report.
- Submit to the Webmaster for posting on the WRAP Web site the Final Report, Executive Summary and an Abstract.
- Submit press release information in DRAFT form to Project Managers, in preparation for WRAP approval of the Final Report. (Rationale: If WRAP authorizes release of the Final Report, the Project Managers can use the information provided in the DRAFT press release to announce the new report. By providing this information in anticipation of approval, the Chairs speed the process of informing the public and help to assure better accuracy of the information that is released.)

COMMITTEE/FORUM/WORK GROUP CHAIRS – INCONCLUSIVE REPORTS REFLECTING CONSENSUS AND LACK OF CONSENSUS

What if the process isn't working?

The WRAP process seeks consensus among stakeholders. If consensus is not forthcoming, co-chairs have the following responsibilities:

- 1) Request that a facilitator be hired to smooth relations within the group and move it forward.
- 2) Set a deadline for reaching consensus. The deadline should leave enough time for the IOC or TOC – or the WRAP itself -- to review the positions and seek consensus among themselves.
- 3) On Deadline Day, take a vote of the forum or work group to determine if consensus is possible.
- 4) For those items for which there is consensus, assign a writer to describe the issues and the contributing viewpoints. For all unsettled issues, assign a writer (the same writer as for consensus or another writer) to describe issues and viewpoints. The writer(s) also will provide an executive summary. The co-chairs can have one writer for the executive summary or each writer can submit his or her own summary for consensus/nonconsensus issues. (See Appendix G.)
- 5) Write a transmittal letter to the IOC or TOC in which co-chairs outline the consensus issues, describe the areas lacking consensus and fill in any gaps.
- 6) Forward the reports to the IOC or TOC, or both, as appropriate.

COMMITTEE/FORUM/WORK GROUP CHAIRS – FINDINGS

- Work with Committee/Forum/Work Group to initiate the approval process for a finding. See box.
- If the study's lead authors do not produce an Executive Summary and an Abstract in a style understandable to the general public regarding the Finding and its significance, appoint a writer to work with the authors to produce a summary and abstract. The writer also will help write the press release in cooperation with committee or forum chairs, or their representatives.
- Provide to the Project Managers the scientific documentation for the finding so that the information can be posted on the Web site and made available in response to written requests.

**COMMITTEE/FORUM/WORK
GROUP CHAIRS – FINDINGS, continued**

- Work with the relevant Oversight Committee chairs to determine which additional WRAP Committees/Forums/Work Groups need to be specifically informed of the Finding and its documentation.

**COMMITTEE/FORUM/WORK
GROUP CHAIRS – WRAP DECISIONS**

- Work with Project Managers to prepare a press release and supporting documents that can be made available concurrently with the WRAP’s announcement of a decision.
- Work with Project Managers to schedule — and announce — informational public forums or meetings to review WRAP decisions.
- Appoint Committee/Forum/Work Group participants to serve as information resources/contacts for media in connection with press releases and public hearings.
- Update the Web site as to the Committee/Forum/Work Group action plan.

“Finding” Approval

The approval process for a Finding, like that for a Final Report, is extensive. To reach the Finding stage, the Committee/Forum/Work Group will:

- Obtain peer review within the committee, from other WRAP Committee/Forum/Work Group reviews and/or from external experts.
- Provide information about the Finding to the respective Oversight Committee for comment.
- Make changes to the Finding Report as appropriate, based on suggestions or recommendations from the Oversight Committee.
- Forward the Finding Report to WRAP for review. WRAP then has the opportunity to comment and approve the Finding or request further review of the information.

CHAIRS OF OVERSIGHT COMMITTEES – DRAFT REPORTS

- Determine with Committee/Forum/Work Group Chairs which additional WRAP groups need access to the Draft Report for comment.
- Determine with Committee/Forum/Work Group Chairs how many public hearings are necessary and where these should be held.
- Contact chairs of relevant additional WRAP groups to make certain that they post a notice of the availability of the Draft Report on the Web site and notify Committee/Forum/Work Group members of the need for comment by e-mail, fax or letter.
- Make copies of the Draft Report available to appropriate Committee/Forum/Work Group chairs that do not have access to the Internet.

CHAIRS OF OVERSIGHT COMMITTEES – FINAL REPORTS

- Check for compliance with committee or forum goals as identified in the Work Plan.
- Check that documentation is appropriate.
- Review abstract and executive summary for suitability for public understanding.
- Work with Committee/Forum/Work Group chairs to solicit comments in written form or through Public Hearings.

CHAIRS OF OVERSIGHT COMMITTEES – INCONCLUSIVE REPORTS REFLECTING CONSENSUS AND LACK OF CONSENSUS

- 1) Determine deadline for reaching consensus or forwarding issues to WRAP.
- 2) Determine on which issues agreement can be reached. If these issues are substantive, then continue working toward consensus. If the issues are not substantive or broad enough to warrant further work toward consensus by the IOC or TOC, then the chairs of the IOC or TOC will compile all information submitted to them by the originating Committee/Forum/Work Group. They will submit this information to the WRAP along with a transmittal letter describing the IOC/TOC efforts to reach consensus and the issues for which 1) consensus was possible and 2) consensus was not possible.

PROJECT MANAGERS – MEETINGS

- Work with Committee/Forum/Work Group co-chairs to disseminate press releases announcing meetings (at least 10 days before meeting).

PROJECT MANAGERS – COMMITTEE/FORUM/WORK GROUP FINDINGS

- Confer with one another and with the relevant Committee/Forum/Work Group chairs plus the oversight chairs to assure accuracy of press releases, particularly if a press release is edited.
- Submit the executive summary, abstract and scientific documentation for the finding to the Webmaster for posting on the WRAP Web site.
- Make available the scientific documentation related to Findings in response to written requests.

PROJECT MANAGERS – FINAL REPORTS

WRAP approval of a report triggers dissemination of press releases. As the main liaisons with WRAP members, the Project Managers will be responsible for issuing press releases to announce actions taken by WRAP, comments by WRAP members on the Final Report and availability of the Final Report to the public. To assure coordination of this process, the Project Managers will:

- Confer with one another and with the relevant Committee/Forum/Work Group chairs plus the oversight chairs to assure accuracy of press releases, particularly if a press release is edited.
- Submit the executive summary and abstract to the Webmaster for posting on the WRAP Web site.
- Enter the appropriate documents as part of the archival record within five working days of approval. The documents are to be stored so that they are available to present and future users in both paper and electronic form.

RECORD-TAKERS – COMMITTEE/FORUM/WORK GROUP MEETINGS

At the meeting:

- Record all decisions.
- Read back each decision immediately following its adoption or at meeting's end.
- Record all options that were considered. In cases where consensus has not yet developed, provide summary of all issues being considered and list the various viewpoints associated with each. With each viewpoint on which there is no consensus, also list the Committee/Forum/Work Group members who ascribe to the viewpoint. (If no member is willing to sign on to a viewpoint, then the viewpoint can be dropped from the report.)
- Get substantial agreement of the group to the stated decision as to its completeness and accuracy.
- Record assignments for future work.
- Record dates and times for future meetings.

After the meeting:

- Send electronic copy of the decision record to co-chairs within 3 working days after the meeting.
- Consult with co-chairs regarding any revisions.

COMMUNICATIONS RESPONSIBILITIES – MEETINGS, HEARINGS

Before the meeting/hearing

- Check Web site for each forum routinely (once a month) to determine activity levels, next meetings, and possible opportunities for public interaction or outreach.
- Contact co-chairs to make certain that they are aware of Communications Committee support regarding effective use of the WRAP Web site and the WRAP Communications Manual (for both internal and external communications assistance).
- Review Committee/Forum/Work Group work plans for opportunities for public input and suggest ways to anticipate news-generating events that require press releases.
- Prior to public meetings, assist chairs and Project Managers, if asked, in development of handouts or other materials needed for the presentation.

After the meeting:

- Assist Committees/Forums/Work Groups to ensure that minutes of all meetings are properly recorded and posted on the WRAP Web site with attention to accuracy and ease of understanding for the public. Staff should not function as "Record Taker" as defined in the WRAP Communications Manual, because they may not attend all meetings of the group or understand details of technical issues under discussion. In this activity, they may assist, if asked, with the editing of material for posting on the Web site or developing WRAP press releases.

ALL PARTICIPANTS – MEETINGS/ REPORTS/FINDINGS

- Once a week check the WRAP Web site, particularly the Calendar, to see if new meetings are scheduled for your Committee/Forum/Work Group.
- Communicate freely with peers and professional organizations to be able to represent adequately the views of the groups or segment of the public that you represent. Also, carry back to these groups the information necessary for achieving compromises. By participating in the WRAP process the member has a responsibility not only to his or her organization/company/institution but to the WRAP as well.

Before meetings:

- Examine the agenda and suggest additions as appropriate.

During meetings:

- Commit to the consensus process, which includes making your represented group's opinions known in as concise a manner as possible and listening closely to others' opinions.

After meetings or the posting of Minutes/Reports or Findings:

- Review draft language of minutes and press release when posted.
- Respond with any comments before 10th day* after meeting. Silence will be assumed to indicate agreement.

* Committee/Forum/Work Group participants should strive to respond or post comments within 10 calendar days rather than working days. However, if the original report is not posted immediately, the response should be within 10 calendar days of the actual posting or notification of posting.

GENERAL PUBLIC – HEARINGS/REPORTS/FINDINGS

After Draft Reports are posted or Public Hearings held, public comment is encouraged. Those filing comments with Committee co-chairs or Project Managers are requested to provide contact information (addresses, e-mail or fax numbers).

Public comment can be written and sent to Committee/Forum/Work Group chairs through the Web site or sent by conventional mail to the appropriate WRAP Committee/Forum/Work Group co-chairs or project managers.

Written comments will be made part of the public record. Written comments shall be made available for review through the Committee/ Forum/Work Group co-chairs or through the project managers.

External Communication — Not Just Record Keeping

WRAP's Committees/Forums/Work Groups are responsible for maintaining a public record of their actions and decisions. But creating and posting a public record is not sufficient for external communication, especially for those meetings that require public input. In these cases, committee chairs can help with information dissemination by making available to the media a press packet and being available to answer questions after meetings.

WHEN – DEADLINES

WHEN -- FOR MEETINGS/HEARINGS

Before meeting/hearing:

If the meeting requires public input:

- 21 days (or more) before a meeting, Committee/Forum/Work Group chairs notify project managers, Oversight Committee chairs, Communications Committee co-chairs, WRAP staff and any speakers or special invitees for a public hearing about the impending event. Also at this time co-chairs are asked to hire a court reporter to record the hearing, if needed. (See Appendix C.)
- 15 days before any type of face-to-face meeting, Committee/Forum/Work Group chairs begin implementing press release procedures, if necessary (see Appendix E.)
- 10 days or more before a meeting, the project managers shall provide media with the advance-notice press releases.

If the meeting is a conference call or does not require public feedback, the following timing applies:

- 3 days prior to meeting, chairs:
 - Post agenda.

After a meeting requiring public input:

- Chairs work with the Western Governors Association and the National Environmental Tribal Council to respond immediately to media inquiries.
- Within 3 days of a hearing, co-chairs will post a notice on the Web site of pending availability of hearing transcripts.
- Within 2 weeks of the public hearing, the co-chairs will post a summary of the public hearing on the Web site.

Time Line for Meetings:

- ___ 21 days before meeting, committee chairs notify project managers, oversight committee chairs, WRAP staff and any speakers or special invitees of public hearing. Hire court reporter for public hearing, if needed.
- ___ 15 days before meeting, begin press release process, if necessary. List on Web site calendar.
- ___ 3 days before meeting, if not sooner, post agenda on Web site.

MEETING

- ___ 3 days after meeting, recorder sends electronic copy of minutes to co-chairs.
- ___ 3 days after public hearing, notice to be posted of pending availability of hearing transcripts.
- ___ 7 days after meeting co-chairs post revised draft minutes on Web site.
- ___ 10 days after meeting, all committee participants' responses due to co-chairs if revisions needed.
- ___ 10 days after meeting, co-chairs post final record on public Web site and update list of decisions for committee or forum.
- ___ 14 days after public hearing, co-chairs will post a summary of the public hearing on the Web site.

WHEN – FOR MEETINGS/HEARINGS, continued

If the meeting does not require public feedback or was not covered by the media:

- 3 working days after meeting – recorder sends electronic copy of minutes to chairs.
- 7 days after meeting, co-chairs post draft minutes on the Web site. Other meeting participants respond as appropriate before 10th day after meeting.
- 10 days after meeting, co-chairs post final record on Web site and revise the running list of decisions for their Committee/Forum/Work Group.

WHEN – FOR DRAFT REPORTS

- Within 3 days of a Committee/Forum/Work Group receiving a Draft Report, the chairs will submit the Draft Report to the Webmaster for posting on the Web site and notify their own Committee/Forum/Work Group members and other Committee/Forum/Work Group members whose input is sought of the report's availability. (See above, under "Who -- Tasks for Committee Chairs.)
- Within 2 months of the posting (or an appropriate deadline to provide written comments via regular mail*), all comments are to be returned to the Committee/Forum/Work Group co-chairs.

*The deadline for comments should permit mailing time for those who do not have access to the Web site. A recommended deadline for comment on a Draft Report is two months after posting of the Draft Report on the Web site.

WHEN – FOR FINAL REPORTS

Once WRAP approves a Final Report, the release to the public should be immediate. That is why Committee/Forum/Work Group Chairs need to work with WRAP staff or project managers to have press release information available concurrent with WRAP decision-making.

Within 5 working days of approval of a Final Report, the Project Managers will enter the appropriate documents as part of the archival record, storing them in such a way that they are available to current and future users in both paper and electronic form.

WHEN – FOR FINDINGS

Given the extensive approval process associated with announcing a Finding, a press release is to be made available concurrently with the WRAP's approval of the Finding's release. Similarly, posting of the Finding on the WRAP's Web site will be concurrent with the announcement.

WHEN – WRAP DECISIONS

- **Announcing the Decision**

Immediacy is key to drawing attention of the media to WRAP decisions. All press releases and supporting documents are to be ready concurrently with the WRAP meetings at which decisions are announced.

- **Implementing Decisions**

Public forums should be scheduled, where appropriate, to explain decisions and to present the decision within the context of the entire WRAP effort. The appropriate Committee/Forum/Work Group will work with project managers to arrange the forum.

WHEN – ORGANIZATIONAL INFORMATION

Periodic updates (every two or three months) are necessary to keep Rosters of Committee/Forum/Work Group members current. An easy update form is available at the website (www.wrapair.org) under the Committee section for Committee members to use in notifying the Webmaster of changes to the roster.

Calendars are to be updated as each meeting is set. Listing Report deadlines on calendars will remind all committee/ forum/work group members when comments are due.

Project managers and/or co-chairs are responsible for making certain that the Webmaster has updated the list of decisions/findings within 10 days of a final decision or finding. The Web site also contains a Status Report, which provides a list of reports being undertaken by Committees/Forums/Work Groups. Co-chairs are responsible for keeping the Webmaster informed of changes to the Status Report.

Appendix A:

Internet Access

Accessing the Web site requires an Internet connection. WRAP's Web site address is:

www.wrapair.org

The Web site features information that describes the WRAP, its goals, membership and activities. Samples of "buttons" that you will see, containing additional information, are: WRAP Membership, Committees and Forums, Contact WRAP, Calendar, Getting Involved, Related Links, Ambient Air Monitoring Base, WRAP Reports.

To upload or change information, please use the following procedures:

Chairs and Project Managers:

- Mark the report/finding/agenda or other material as to its status of Draft (include date) or Final (include date)
- Draft an email explaining as completely and concisely as possible where the Webmaster is to place the report/finding/agenda or other material. List all WRAP Web sites where cross-references should be included.
- Send the email to the Webmaster, with cc's to project managers, and the Oversight Committee co-chairs. The Webmaster will provide for a final proofreading of the information.

Other WRAP Participants, General Public:

- To ask a question regarding information on the Web site, send an email to the Webmaster with a cc to relevant co-chairs (see email addresses in the Committee and Forum section).
- To request additional information that you would like to see posted on the Web site, send an email to the Communications Committee co-chairs (emails are listed in the Committee and Forum section).
- Inform the Webmaster of any changes to your own contact information when there is new information, if you are a participant in the WRAP. (Also send an email to members of Committees/Forums/Work Groups on which you participate, requesting them to update their information or see the revised website for changes.)

Appendix B:

Communications Responsibilities

Effective communications, both internal and external, are essential to the WRAP's success. Accuracy, timeliness, and clarity are hallmarks of effective communications. In order to assist the WRAP to meet its communication goals, members of the WRAP staff have been assigned as liaisons to WRAP Committees/Forums/Work Groups. Following are suggested communications responsibilities:

- Check Web site for each forum routinely (once a month) to determine activity levels, next meetings, and possible opportunities for public interaction or outreach.
- Contact co-chairs to make certain that they are aware of Communications Committee support regarding effective use of the WRAP Web site and the WRAP Communications Manual (for both internal and external communications assistance).
- Review committee and forum work plans for opportunities for public input and suggest ways to anticipate news-generating events that require press releases.
- Prior to public meetings, assist chairs and project managers, if asked, in development of handouts or other materials needed for the presentation.
- Assist Committees/Forums/Work Groups to ensure that minutes of all meetings are properly recorded and posted on the WRAP Web site with attention to accuracy and ease of understanding for the public. Staff should not function as "Record Taker" as defined in the WRAP Communications Manual, as they may not attend all meetings of the group or understand details of technical issues under discussion. In this activity, they may assist, if asked, with the editing of material for posting on the Web site or developing WRAP press releases.

Appendix C:

Check List for Public Meetings/Hearings

The public's understanding of any rule changes or lifestyle changes that might be recommended by the WRAP is critical. Key to that understanding is the public information process associated with announcements of Committee Findings and WRAP Decisions. Public hearings play a major role in raising public awareness and gaining the public's willingness to work on air quality issues.

The following guidelines will help in preparing for public hearings:

- Contact project managers, Oversight Committee chairs, Communications Committee co-chairs and assigned WRAP staff to help prepare for hearing. This should be done as far in advance as possible. Given the costs of air transportation, the minimum notification should be 21 days in advance.
- Determine appropriate time and place for meeting, in consultation with project managers, Oversight Committee chairs, other participants and proposed participants.
- Reserve meeting site or work with project managers to reserve meeting site and block of hotel rooms.
- Determine invitation list, including media contacts.
- Post notice of hearing on Web site and on the Calendar.
- Arrange for coffee, tea or other refreshments, if necessary.
- Send e-mail, etc., notices to Committee/Forum/Work Group members who do not have Internet access.
- Prepare press release (see Appendix E) in conjunction with WRAP staff.
- Sign off on press release for distribution by project managers.
- Prepare information sheets related to meeting topic, including copies of the agenda, if necessary. If findings, draft reports or final reports are to be made available to the public, have copies available for hearing.
- Prepare overhead transparencies or visual aids for the hearing.
- Develop a presentation tool kit. Suggested items for inclusion: fresh batteries for tape recorders, cables and cords for audio-visual equipment, including extension cords, masking tape for wall presentations or stands for flip charts, laser pen for highlighting presentations, markers for overheads, name tags.
- Make certain that necessary equipment is available and in working condition for presentations.
- Hire a court reporter to transcribe the hearing.
- Appoint Committee/Forum/Work Group members as contacts for the media.

Appendix D:

Media Presentation Kits

A uniform message will make certain that the WRAP Committees/Forums/Work Groups convey a consistent message to the public. The Communications Committee has prepared a slide presentation and a WRAP Fact Sheet that Committees/Forums/Work Groups are encouraged to distribute at their public meetings or to anyone providing information to the committee or accessing information from the committee. Other materials are in preparation.

1) Public Presentations

A) General Presentations and Slide Show on WRAP Activities

The Communications Committee has prepared a 10-minute presentation without slides and a 15- to 20-minute presentation with slides showing visibility problems in the WRAP states. The presentations describe the mission of WRAP, its origins in the Grand Canyon Visibility Transport Commission and its structure. The slide show will be updated periodically to focus on current WRAP activities. Various modules will allow general or more technical presentations to be tailored to the audiences.

All WRAP participants may use either presentation and may add slides that indicate local problems. However, these slides must be identified as separate from the WRAP-approved slide presentation.

To obtain either presentation for local use, contact the Communications Committee chairs.

B) Handout Materials

The Communications Committee has developed outreach materials for a variety of audiences.

2) WRAP Fact Sheet

The Fact Sheet is available on WRAP's Web site or by contacting the program managers at the Western Governors' Association and the National Tribal Environmental Council.

3) WRAP-Approved Reports, Findings, Articles*

Once Committee/Forum/Work Group reports and findings receive approval from WRAP, these materials will be made available to the general public – both on the Web and in Media Presentation Packets. The Communications Committee also will work with Committees/Forums/Work Groups to develop op-ed pieces. Once these op-ed articles pass review by the IOC and TOC, they will be submitted for WRAP approval. Once approved, they will be distributed to the general media and included in presentation packets.

*If a Committee/Forum/Work Group participant wants to write op-ed articles on his or her own, without submitting the article for WRAP approval, the writer should notify committee co-chairs as a courtesy. If the author wants to identify with the WRAP, then the author must state that he or she is writing from his/her own perspective and not in his/her capacity as a WRAP Committee/Forum/Work Group member. Suggested wording is: The author is a participant on the Western Regional Air Partnership's XXX Committee/Forum/Work Group but the opinions expressed here are strictly his/her own and not those of the WRAP.

Appendix E:

Press Release Procedures and Templates

Procedures:

- 1) Draft press release at least 15 days before public meeting/hearing (handled by co-chair or by person appointed by co-chair.)
- 2) Review or rewrite by WRAP staff, project managers and/or co-chairs.
- 3) Distribute press releases via project managers to appropriate media outlets at least 10 days in advance.

Templates for: Meetings and Findings, Report Completion (similar formats)

Sample Meeting Announcement:

(Headline)

FOR IMMEDIATE RELEASE

(Date)

Contact: Name
Phone number

Issues dealing with (topic covered by meeting) will be on the agenda (time, day, place) when the (forum or committee) of the Western Regional Air Partnership meets to (gather public input, review findings, or take other specified action).

The WRAP is comprised of representatives from Western states and tribes, federal land managers and the U.S. Environmental Protection Agency. Stakeholders interested in regional air quality participate on the WRAP's committees and forums which are devising strategies for reducing haze in national parks and wilderness areas in the West, including (name one area near meeting site).

Making presentations on (the topic or topics to be covered by the meeting) will be: (list names and positions of local officials first, unless a high-ranking regional or federal dignitary/scientist or personality is to star at the meeting).

The public is invited to attend.

ABOUT THE WRAP: The WRAP was created as a successor organization to the Grand Canyon Visibility Transport Commission, which made over 70 recommendations in June 1996 for improving visibility in 16 national parks and wilderness areas on the Colorado Plateau. The Partnership promotes, supports and monitors the implementation of those recommendations throughout the West and addresses other air quality issues. To improve visibility in all western Class I clean air areas, the WRAP is also implementing regional planning processes to improve visibility in all Western Class I areas by providing the technical and policy tools needed by states and tribes to implement the federal regional haze rule. Information on WRAP activities, membership and reports are available at its www.wrapair.org Web site.

— 30 —

Appendix E (continued):

Press Release For Findings, Report Completion (similar formats)

(Headline)

FOR IMMEDIATE RELEASE

(Date)

Contact: Name and phone number

(XYZ) is one of the key findings outlined in a report unveiled today by the (Committee, Forum or Work Group) of the Western Regional Air Partnership.

According to the report, this finding will result in (name a key expected action or result).

The (forum or committee) is co-chaired by (list names and who they represent). The WRAP is comprised of representatives from Western states and tribes, federal land managers and the U.S. Environmental Protection Agency. Stakeholders interested in regional visibility participate on the WRAP's committees and forums, which are devising strategies for reducing haze in national parks and wilderness areas in the West.

After (weeks, months, years) of study, the (Committee, Forum or Work Group) issued the following findings:

- (use bullets, if possible to summarize two to four main points)
-

The (Committee of Forum) compiled information from _____(list variety of sources/experts)_____.

Copies of the full report are available on the WRAP Web site (URL) or by contacting: the Western Governors' Association (303-623-9378) or the National Tribal Environmental Council (505-242-2175).

ABOUT THE WRAP: The WRAP was created as a successor organization to the Grand Canyon Visibility Transport Commission, which made over 70 recommendations in June 1996 for improving visibility in 16 national parks and wilderness areas on the Colorado Plateau. The Partnership promotes, supports and monitors the implementation of those recommendations throughout the West and addresses other air quality issues. To improve visibility in all western Class I clean air areas, the WRAP is also implementing regional planning processes to improve visibility in all Western Class I areas by providing the technical and policy tools needed by states and tribes to implement the federal regional haze rule. Information on WRAP activities, membership and reports are available at its www.wrapair.org Web site.

— 30 —

Appendix F:

Check List for Draft Reports,* Final Reports, Findings and Decisions

- ___ Title page (report title, authoring committee/ specific authors (if relevant), date and deadline for comment)
- ___ Executive Summary (of 3 pages or less)
- ___ Table of Contents
- ___ Issues
 - Issues in Final Agreement, with explanations.
 - All Issues Addressed, with explanations of how the Committee/Forum/Work Group addressed each.
 - Methodology, along with the assumptions and uncertainties associated with the methodology.
- ___ Sources (data, models, etc., either in footnoted form or within tables)
- ___ Persons responsible for collecting or developing the information, along with their affiliations and experience
- ___ Description of peer review process or other reviews of the information, including summaries of public comments

*For Drafts, use Footers containing the words DRAFT, along with the date, a page number and a comment that this draft supersedes all previous drafts.

Appendix G:

Check List for Reports Reflecting Consensus and Lack of Consensus

- ___ Transmittal Letter from co-chairs to next level of decision makers
- ___ Table of Contents
- ___ List of committee members participating in the consensus effort
- ___ Executive Summary, listing Consensus Issues, Issues Remaining to be Resolved. (A suggested format for this summary:
 - Highlight the consensus issues by bulleting each issue of consensus.
 - Use an asterisk (*) and further indentation of issues remaining to be resolved.)
- ___ Overall description of Consensus Issues and Issues Remaining to be Resolved. The consensus issues are to be bulleted and described in-depth. The issues on which consensus has not developed will have an asterisk and be further indented. Each viewpoint on the unsettled issues is to be described – and include the names of those members of the Committee/Forum/Work Group who ascribe to this viewpoint. If a viewpoint has no advocates at report time, the report writer can exclude the viewpoint from the description (earlier minutes of meetings will list the viewpoint. Deletion from the report can be presumed to indicate no advocates.)
- ___ Supplemental reports, including description of methodologies, public comments, support materials for viewpoints as submitted by committee participants or members of the public commenting on the viewpoint.

Example of Content description:

Committee X, whose mission was to determine best available resources for transmitting information to the WRAP members, addressed the following issues relating to communication:

- Electronic communications modes, including Phones, Faxes, E-Mail and the Internet, were agreed to be the most timely and resource-conserving ways to communicate. The committee endorsed using these modes. Although each method has drawbacks — including some members being unable to communicate via one or another of the methods — the committee members agreed to use at least one of these electronic modes.
 - * The committee could not reach agreement on the group’s primary communications mode.
 - Viewpoint:** In transmitting and receiving electronic communications, satellite technology can provide coverage where land-line systems do not. Since such technology is becoming increasingly available and is valuable in the wide open spaces of the West, we believe that the WRAP should provide satellite links for internal communications as our primary communications tool. Committee members M, C, and I.
 - Viewpoint:** Letters are the most reliable form of communication, even though they seem slow when compared with electronic means. The mail service can provide communications coverage to all our members in hail, sleet and snow. Furthermore, the time-delay with the postal systems can be an asset when making decisions with ramifications into the next century. We should designate paper documents sent through the postal services as the primary communications tool for our committee. Committee members U, P, and S.