

Meeting Location: Virtual



# Landscape Restoration Team— Wildlife Sub-Team

Meeting #18

Tuesday, April 22, 2014, 10:00 am – 3:00pm

Facilitated by:



Front Range Roundtable

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# Wildlife Team Agenda—Tues 4/22/14

## Topics

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**Welcome and Ice Breaker**

**Final plans for 2014 field sampling**

- **What to do if we get additional funding**

**Ideas for Tier 2 “roadshow”**

**USGS involvement (Information Services – Steve to look at)**

**Integrating SCAB sampling into IMBCR protocol**

**Future meetings – how do we incorporate the need for data steward and analysis in addition to the monitoring**

**Work Plan through 2015**



# Wildlife Working Team: Next Steps from 3/18

## Next Steps:

- ~~**Felix** – Need more input from Jeff Underhill – Lynne said we need to talk to these folks and let us know how much of a cell is likely to be treated. He could refine some of these areas. Also include some collective discussion. By next meeting for sure!~~
- **Janelle** –
  - ~~Exclude cells with reservoirs. Look at FS veg spatial, look at primary and secondary veg type so we know. For all of the cells.~~
  - ~~Exclude fire from past 15 years.~~
- ~~**Lynne** – Set up meeting with Rick, Lynne, Mark, Dick, Jeff – before meeting with RMBO (early April).~~
- ~~**Felix and Lynne** – Ask Jeff are they treating Waldo and High Park as “treated areas.”~~
- **Rick and Lynne**
  - ~~Set up meeting with RMBO in Fort Collins or Denver (mid April).~~
  - Remind RMBO to send Pat Lakey’s paper from 2012.
  - ~~Get final cut SPA once they know final # from their leadership. Within probably 3-4 weeks to RMBO.~~
- ~~**Terra** – change April meeting to April 22.~~
- ~~**Jenny** – check to see if April 22 is available at her building for our meeting.~~
- **Steve** – Look at Information Services at the USGS. **(in progress)**
- **RMBO** – send Pat Lakey’s paper.



# Wildlife Working Team: Next Steps from 2/18

## Next Steps:

- ~~• **Lynne** continue to work on RMBO agreement. (hoping to get signature soon)~~
- ~~• Rick to send his presentation to the team/Terra to post to website.~~
- **Jenny** and **Steve** brainstorm about what they could suggest to their seniors. Think about analysis, publication, etc. (in progress)
  - For Tier 2 species, talk about a possible role with the USGS.
- ~~• **Janelle, Lynne and Rick** talk about GIS sampling protocol in next 2 weeks.~~
  - ~~• Set up time/date to look at GIS data before March meeting. Work together — **Rick** get grid from Jake Ivan.~~
  - ~~• **Felix** can work with **Janelle** on the GIS work.~~
  - ~~• **Janelle** check on the date of her AR data.~~
    - **Rick** and **Steve** to discuss. (in progress- steve ok with how things are progressing)
- ~~• **Entire team** look at the suggestions and provide feedback in March (?).~~
- **Lynne** and **Casey** finish implementation table – work with Casey on finishing that up.
  - Work with **Jenny** and **Felix** on filling out more details in the table in (i.e. tree squirrels) - future
- **Writing team** – next couple of weeks to next few months (on hold until late April) - future



# Wildlife Working Team: 01/21/14 Next Steps

- ~~Terra~~ invite wildlife team to the ~~2/12~~ LR meeting.
- ~~Wildlife team~~ meet before the next LR meeting (possibly right before meeting on ~~2/12~~?).
- ~~Janelle, Rick and Lynne~~ – set up time to look at GIS data. Let Lynne know if you need anything from her. Work together – Rick get grid from Jake Ivan. Janelle check on the date of her AR data.
- **Terra** add some of these species discussion to the wildlife rationale. (dated January 7)
- Future opportunities section in the report – include scarab beetles. And the CSU etymology department. Write taxonomic representation – invertebrates as functional roles. (in progress – bump to roadshow opportunities and wiring piece)
- **Jenny** to ask Paula about the data set available from flammulated owls (remind Jenny)
- ~~Terra~~ to change next meeting to a conference call. If there are assignments to be done, we will try harder to get those out. Do a conference call to recap the ~~2/12~~ LR meeting. 10 a.m. call. Then meet in March. Terra will send it around. Set up GoTo Meeting.
- **Lynne** finish implementation table – work with **Casey** on finishing that up.
- **Design team?** Do they need to do some next steps?
- **Writing team?** Next steps?



# Wildlife Working Team: Next Steps from LR

Wildlife Team – From 2/12 LR meeting:

1. Sara: discuss with Hal, Mark, and Jeff what the total CFLR monitoring budget can be and what might be the available budget for wildlife monitoring (after final CFLR money allocated), by April 12
  2. Lynne: use \$100k ballpark estimate to begin writing agreement with RMBO, talk through scenarios with RMBO, give heads up that final budget won't be known until after April 12
  3. Rob: Ask Tony about potential for any changes to summer field work on understory monitoring by March 12
- *Similar inquiries about overstory monitoring and budget. Lynne will talk to Hal and/or Mark about budget priorities.*



# Roundtable Wildlife Team—Contacts

Full Name	Organization	Division	Title	Address	City	State	Postal Code	Work Phone	Cell Phone	Email1	Membership type
Gali Beh	Beh Management Consulting, Inc.		Front Range Roundtable Facilitator	637-B South Broadway, #134	Boulder	CO	80305	303-499-1576		<a href="mailto:gali@behconsulting.com">gali@behconsulting.com</a>	Facilitator
Jenny Briggs	US Geological Survey	Rocky Mountain Geographical Science Center	Research Ecologist	DFC Building 810	Lakewood	CO	80225	303-202-4078		<a href="mailto:jbriggs@usgs.gov">jbriggs@usgs.gov</a>	Core
Casey Cooley	Colorado Division of Parks and Wildlife		Montane/Forest Habitat Coordinator	4255 Sinton Road	Colorado Springs	CO	80907	719-227-5227		<a href="mailto:Casey.Cooley@state.co.us">Casey.Cooley@state.co.us</a>	Core
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Jonas Feinstein	Natural Resources Conservation Service		State Forester	DFC Building 56	Lakewood	CO	80225	720-544-2839		<a href="mailto:jonas.feinstein@co.usda.gov">jonas.feinstein@co.usda.gov</a>	Advisor
Paula Fornwalt	USFS Rocky Mountain Research Station	Rocky Mountain Research Station	Research Ecologist	240 West Prospect Road	Fort Collins	CO	80526	970-498-2581		<a href="mailto:pfornwalt@fs.fed.us">pfornwalt@fs.fed.us</a>	Advisor
Steve Germaine	US Geological Survey	Fort Collins Science Center	USGGS Ecologist	2150 Centre Ave, Bldg C	Fort Collins	CO	80525	970-226-9107		<a href="mailto:germaines@usgs.gov">germaines@usgs.gov</a>	Core
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Terra Lenihan	Beh Management Consulting, Inc.		Front Range Roundtable Coordinator	637-B South Broadway, #134	Boulder	CO	80305	303-499-1576		<a href="mailto:terra@behconsulting.com">terra@behconsulting.com</a>	Coordinator
Liba Pejchar	Colorado State University	Fish, Wildlife, and Conservation Biology Dept.	Assistant Professor							<a href="mailto:liba.pejchar@colostate.edu">liba.pejchar@colostate.edu</a>	Advisor
Felix Quesada	US Forest Service, PSICC	Pikes Peak Ranger District	Wildlife Biologist	601 S. Weber Street	Colorado Springs	CO	80903	719-477-4207		<a href="mailto:fquesada@fs.fed.us">fquesada@fs.fed.us</a>	Core
Claudia Regan	US Forest Service-Region 2	Region 2	Regional Vegetation Ecologist	740 Simms	Golden	CO	80401	303-275-5004		<a href="mailto:cregan@fs.fed.us">cregan@fs.fed.us</a>	Advisor
Richard (Rick) Truex	US Forest Service	Region 2	Regional Wildlife Ecologist	740 Simms	Golden	CO	80401	303-275-5022		<a href="mailto:rtruex@fs.fed.us">rtruex@fs.fed.us</a>	Co-Leader
Janelle Valladares	US Forest Service, PSICC	Pike & San Isabel National Forests, Cimarron & Comanche National Grasslands		2840 Kachina Drive	Pueblo	CO	81008	719-663-1618		<a href="mailto:jvalladares@fs.fed.us">jvalladares@fs.fed.us</a>	Core
Mike Welker	US Forest Service	Pike-San Isabel National Forests						719-553-1515		<a href="mailto:mtwelker@fs.fed.us">mtwelker@fs.fed.us</a>	Advisor



# Roundtable Wildlife Team—Attendance (1 Way Mileage)

Full Name	Attended 11/13/12 Meeting (Ft. Collins)	Attended 12/18/12 Meeting (Lake-wood)	Attended 1/22/13 Meeting (Lake-wood)	Attended 2/21/13 Meeting (phone)	Attended 3/19/13 Meeting	Attended 4/23/13 Meeting	Attended 05/30/13 meeting	Attended 06/18/13 Meeting	RSVP 7/23/13 Meeting	Attended 8/20/13 Meeting	Attended 11/19/13 Meeting	Attended 12/17/13 Meeting	1/21/14 Meeting	2/18/14 GoTo Meeting	3/18/14 Meeting
Gali Beh	Yes (phone)	Yes (30)	Yes (30)	Yes	Yes (30)	Yes	No	Yes (30)	Yes	Yes (30)	Yes (30)		No		
Jenny Briggs	Yes	Yes (2)	Yes (2)	No	Yes (5)	Yes	Yes (5)	No	Tentative	Yes (5)	Yes (15)		Yes	Yes	Yes (5)
Casey Cooley	Yes (120)	Yes (65)	Yes (65)	Yes	Yes (0)	Yes	Yes (65)	Yes (70)	Yes	Yes (65)	Yes	Yes (65)	Yes	Yes	Yes (65)
Lynne Deibel	Yes (0)	Yes	Yes	Yes	Yes (70)	Yes	Yes (70)	Yes (70)	Yes	Yes	Yes (58)	Yes (70)	Yes (60)	Yes	Yes (70)
Jonas Feinstein	Yes (0)	No	No	No	No	No	No	No	No	No					
Paula Fornwalt	Yes (1)	No	No	No	No	No	No	No	No	No					
Steve Germaine	Yes (0)	No	Yes (phone)	Yes	Yes (phone)	No	Yes	Yes	No	Yes	Yes			Yes	Yes
Hal Gibbs	Yes (0)	No	Yes (70)	No	Yes (0)	Yes	No	No	No	No					
Terra Lenihan	No	Yes (15)	Yes (15)	No (left team)	No	No	No	Yes (15)	Yes	Yes (15)	Yes (12)		Yes (12)	Yes	Yes (20)
Liba Pejchar	No	No	No	No	No	No	No	No	No	No					
Felix Quesada	Yes (VTC)	Yes	Yes	Yes	Yes (0)	Yes	Yes (75)	Yes	Yes	Yes	Yes	Yes		Yes	Yes
Claudia Regan	Yes (15)	Phone	No	No	No	No	No	No	No	No					
Richard (Rick) Truex	Yes (75)	Yes (5)	Yes (5)	Yes	Yes (0)	Yes	Yes	Yes	Yes	Yes	Yes (13)		Yes	Yes	Yes
Janelle Valladares	Yes (VTC)	No	Yes (117)	Yes	Yes (117)	No	Yes (117)	No	Yes	No	Yes (118)	Yes (112)	Yes (112)		Yes (100)
Mike Welker	Yes (VTC)	No	No	No	No	No	No	No	No	No					





# Roundtable Wildlife Team—Project Outline

**Team** Rick & Lynne  
 Roundtable Wildlife Team to edit by  
 Wildlife Team may meeting

**Prioritize an abridged list of species to monitor for the CFLRP Monitoring Plan, predict population trends for each target species if forest restoration is achieved, and recommend data collection and monitoring methods for each target species given funding constraints and monitoring methods available.**

**Deliverables**  
 A final report building from existing CFLR monitoring plan and including:

1. Overview of field protocols, sampling approaches, and potential analytical approaches
2. Options: balancing rigorous monitoring of 1° species and casual monitoring of 2° species
3. Wildlife Team’s recommendations: based on funding, rigor, public interest

**Timeline**  
 Team Launched Nov. 13, 2012; will complete work by February of 2014.

**Goals**

1. Identify primary and secondary species for monitoring that meet CFLRP and FS needs
2. Develop hypothesized species response (≈ population trends) for each 1° and 2° species
3. Explicitly integrate spatial and temporal scales in species selection and sampling approach
4. Establish range of monitoring options that encompass cost and rigor spectrums as needed
5. Identify field sampling protocols for selected species
6. Describe potential analytical methods
7. Identify opportunities for collaborating entities to contribute to monitoring implementation

**Scope**

1. **Focus:** past efforts have focused on vegetation structure and assumptions that if we do good things for structure, the wildlife will benefit. This effort will focus on the need for wildlife monitoring, informed by but not dependent upon desired conditions for vegetation
2. **Species:** Open to including any species; will consult list of species from 2011 CFLR Monitoring Plan but we will not be limited by the past plan
3. **Scale:** Will include both landscape scale and site scale considerations in recommending monitoring methods and estimating expected outcomes; we will need to define “landscape” as well, possibly by species (will refer to language developed by other related efforts to define restoration and desired conditions) – **Rick to edit**
4. **Methods:** Will consider the best, most effective, and efficient monitoring methods; will not be constrained by the USFS’s Common Stand Exam or currently available funding. We will only recommend monitoring species with existing established or emerging monitoring protocols—we will not invent new protocols. If preliminary protocols don’t already exist for a species, that species will not be included in the monitoring recommendations.
5. **Places:** Recommended wildlife sampling will be within the CFLRP project area (both on and off treatment sites) and will not be constrained by Common Stand Exam (CSE) monitoring plots.

**Why this / why now?**

1. In the past, CFLR monitoring has focused on vegetation structure with the assumption that if we do what is right for the forest, then we’re doing what is right for the wildlife. We need to test this assumption to see if it is true. Monitoring wildlife is the only way to know if this assumption is correct. Sometimes there are struggles between fuels reduction for fire risk mitigation and restoration for habitats for species. The impact of this struggle is that sometimes forest planners want to pick up every piece of litter and duff to reduce fire risk but this does not restore wildlife habitats. Downed woody debris plays an important role for wildlife habitat restoration. Treatments may increase forage for elk but they may reduce forage for songbirds, so we need to decide for which species we’re restoring habitats and what impacts we expect forest restoration to have on them.
2. Wildlife monitoring has historically been de-prioritized in USFS budgets. It’s costly and difficult. There is not as much public demand for this as for other resource objectives. Statutes are not clear on what is required to monitor populations in a rigorous manner. It will be a cultural shift for the USFS to start focusing on wildlife monitoring as well as vegetation monitoring. Few groups have spent time thinking these issues through. The USFS has always reacted to legal suits rather than be proactive to do the hard thinking on if and how to do wildlife monitoring.
3. The Roundtable wants to monitor wildlife use pre- and post-treatment to learn if what we’re doing has any beneficial or detrimental effects to wildlife. A team of representative stakeholders is needed to arrive at the compromises necessary to do wildlife monitoring effectively and cost-efficiently.



# Roundtable Wildlife Team—High Level Work Plan (Page 1 of 3)

Roundtable Quarterly meeting: 11/30/12

Roundtable Quarterly meeting: 3/8/13

Roundtable Quarterly meeting: 5/31/13



Nov 2012	Dec	Jan 2013	Feb	Mar	Apr	May	June	July	Aug
Revise proposed team goals, deliverables, timeframe, scope (RT)	Agree on / finalize team goals, deliverables, timeframe, scope, mission	Check in with prior effort leaders to learn their methods for species list; also get sources (Craig, Tonya, Ken, Janelle) (LD) – checked in Jan, will check in once more	Document more detail and rationale on species groupings (RT) – by EOD 2/26	By 3/22, send links to team to guide them to field sampling protocols (RT)	Hold meeting w/ Steve & sub-team to review our classifications of birds, Add other bird lists if any missing (Finished 5/20) (CC, LD-send doodle)	Research: “Else” birds, Ungulates, Carnivores, Bats in order to recommend carrying forward	Attend LR team field trips: 7/9 (AR) & 7/11 (PSI)	Break out into three “working” groups: See next page	
Summarize from CFLR proposal: what restoration is, expected vegetation trends, and wildlife monitoring intentions (HG) – need to post (TL)	Make list of criteria for how to prioritize species for monitoring (RT)	Create spreadsheet matrix with criteria and species (RT)	Do research to fill in gaps from criteria spreadsheet: R&A (LD); inverts - add as per Felix’s paper (JV); mam (FQ), birds (CC: need info, JB: a-l, SG: m-z)	Share draft deliverables with LR team on 4/10	Review respective forest watch lists to see if any species not scored correctly (LD and FQ)	Agree on primary/secondary: woodpeckers	Continue rationale on inclusion/exclusion of species. Create assumptions for 10 species	Write up rationale on inclusion/exclusion of species	
Schedule calendar for team (GB)	Send team existing list of Front Range Lower & Upper Montane species (CC)	Review Casey’s list and bring to 1/22 mtg additional species to consider adding: reptiles (LC), amphibians (LD); fish (JV), birds (CC), mammals (JB), pollinators (CC), inverts (FQ)	Finalize guidance (RT) - by EOD 3/5	Update political scores for all birds on list based on species watch lists, then reapply Filter 1 Rule (RT)	Research roles in ecosystems and, taxonomic group, other areas to nominate a primary species from each group [Tree squirrels (FQ+JV), nocturnal owls (CC+SG), raptors (CC+SG)]	Write rationale for dropping REPTILES & AMPH (LD)	Flush out reasoning on bats. Decide if/when to talk to experts		
Check in with Sara on team composition (LD) – Glenn spoke to Susan, no go w/USFWS	Ask CDPW’s Kenny Kamire, USFS Denny Bohan what other fish species to add to list (CC)	Propose additional species to add to list	Review existing ratings and revise based on Feb. discussion & new guidance: R&A (LD); inverts [done]; mam (FQ + CC), birds (SG) – by 3/12	Rank all fish on list by three criteria, apply Filter 1 Rule to choose which fish to further research (JV, with MW)	Write “work day:” with agenda (1) review/refine notes on classifications/gut reactions, (2) Agree on primary/secondary: Tree squirrels, nocturnal owls, raptors; also review R&A write up filter within taxonomic groups and across groups, (3) expected population responses → filter to top species within groups to keep on possible monitoring list	Hold “work day:” with agenda (1) review/refine notes on classifications/gut reactions, (2) Agree on primary/secondary: Tree squirrels, nocturnal owls, raptors; also review R&A write up filter within taxonomic groups and across groups, (3) expected population responses → filter to top species within groups to keep on possible monitoring list			
Check in with Craig & Leslie on capacity (JB) - None	Ask Mike Welker about importance of including fish (FQ) – more towards habitat than population monitoring	Start rating each species by criteria (spreadsheet), add descriptive information; divvy up further research to fill gaps	At mtg (3/19): (1) recap species list + do first filter; launch discussions of (2) spatial and temporal scales, (3) which species need what type of monitoring, (4) expected population responses	Discuss (1) potential stressors, (2) redundancy within guilds, (3) why filtered species are ecologically informative, and (4) hypotheses on population responses	Present draft results to Roundtable 5/31	Research other mammal groups for May (JB)			
				Help on Jenny’s scat photos	Present draft results to Roundtable 5/31				
				Check active mine programs for bat data (CC)	Research other mammal groups for May (JB)				
				Track down CNHP report on pawnee montane skipper monitoring (RT)	Research other mammal groups for May (JB)				
				By 4/23, conduct research to prepare for Filter 2: for each species that passed Filter 1, (1) do field sampling protocols exist? If so, what are they? (2) Is there any current monitoring effort or available data being collected that can be leveraged? [R&A (LD – on track); inverts and fish (JV – on track); mammals (FQ + JB – on track), birds (CC + SG)	Research other mammal groups for May (JB)				

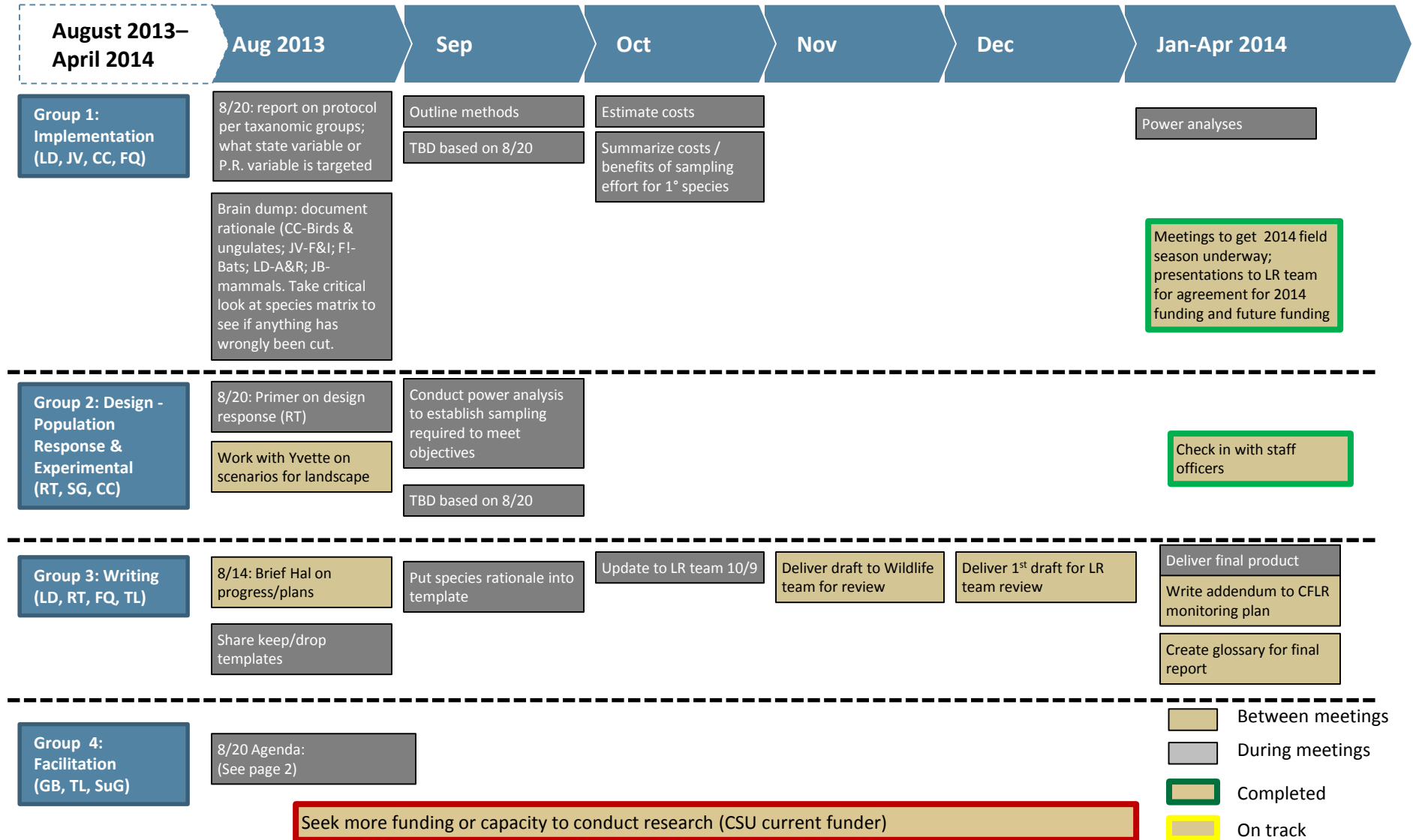
See next page for rest

- Between meetings
- During meetings
- Completed
- On track
- Needs attention
- Tentative

Make list of experts to ask for broad (early) or specific (later) help : Doug Krieger, CDPW, big game experts (CC) biology score ≥ 3 AND ecology score ≥ 2\*



# Roundtable Wildlife Team—High Level Work Plan (Page 2 of 3)



- Between meetings
- During meetings
- Completed
- On track
- Needs attention
- Tentative



# Roundtable Wildlife Team—High Level Work Plan (Page 3 of 3)



Team

Evaluate composition and roles of team members; outline future meetings; review tasks/Work Plan; discussion on Tier 2 funding

Oversite and administration of the RMBO work (RT, FQ for Pike, Dale Oberlag for AR) May-June

Steve to update the team on the USGS database work

Deliver draft report to Wildlife team for review (September)

Deliver 1<sup>st</sup> draft report for LR team review (October)

Team Leaders (LD, RT)

Work on the final report

Write addendum to CFLR monitoring plan

Create glossary for final report

Deliver final product (end of December)

- Between meetings
- During meetings
- Completed
- On track
- Needs attention
- Tentative

Seek more funding or capacity to conduct research (CSU current funder)



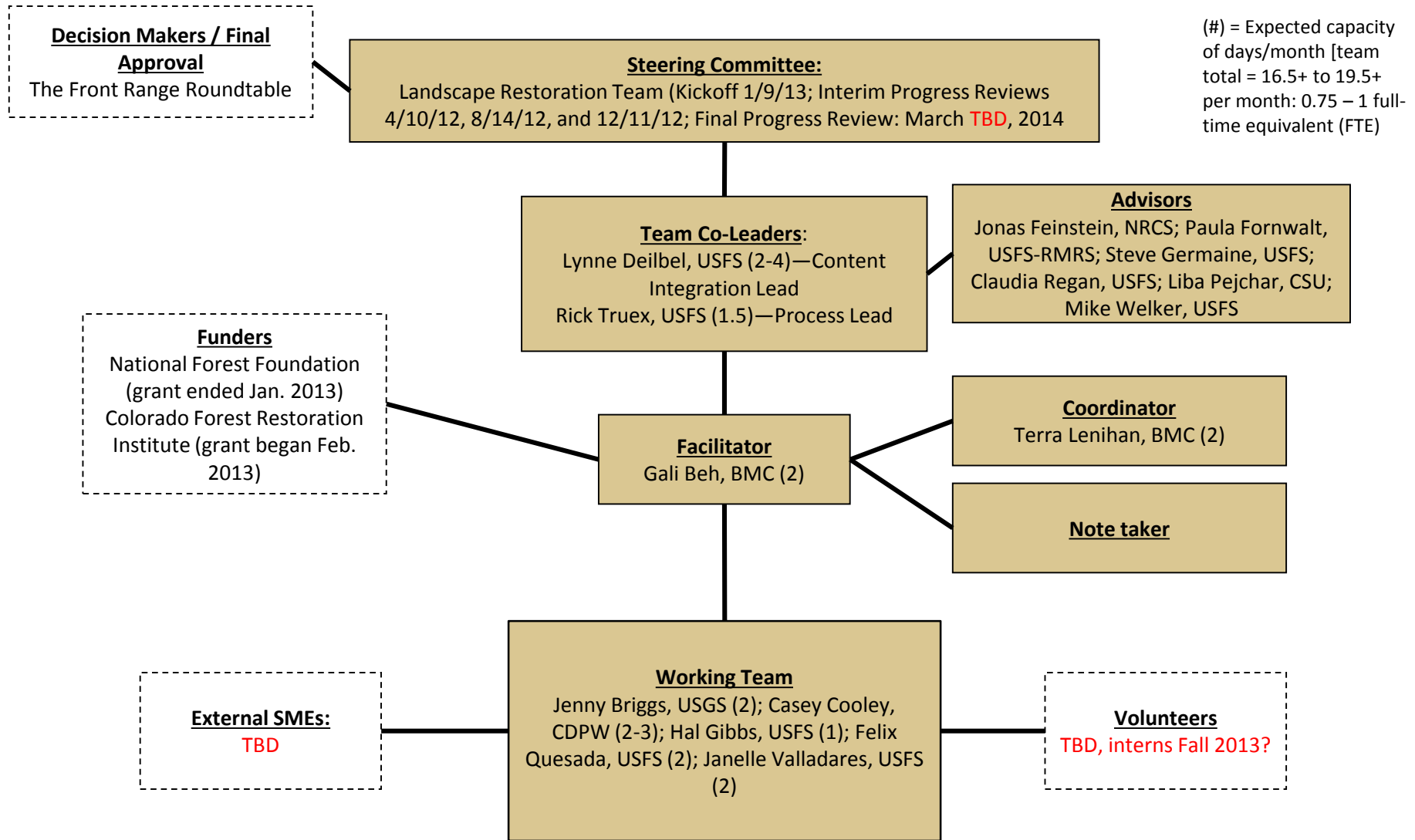
# 2014 Front Range Roundtable, LR & Wildlife Team Calendar

Red = changes

Team	Event	Location	Date	Time
Roundtable	Quarterly Meeting	Colorado Department of Wildlife - Colorado Springs	Friday, January 10, 2014	9-3:30
LR	LR Meeting 39	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Thursday, January 23, 2014	10am - 3pm
WWT	Monthly Meeting	Colorado Department of Parks & Wildlife, 6060 Broadway, Denver; Pronghorn Room	Tuesday, January 21, 2014	10am - 3pm
LR	LR Meeting 40	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, February 12, 2014	10am - 3pm
WWT	Monthly Meeting	GoTo Meeting	Tuesday, February 18, 2014	10am - 1pm
LR	LR Meeting 41	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, March 12, 2014	10am - 3pm
WWT	Monthly Meeting	USFS Regional Office, 740 Simms St. Golden	Tuesday, March 18, 2014	10am - 3pm
LR	LR Meeting 42	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, April 9, 2014	10am - 3pm
Roundtable	Quarterly Meeting	TBD	Friday, April 11, 2014	9-3:30
WWT	Monthly Meeting	USFS Regional Office, 740 Simms St. Golden	Tuesday, April 22, 2014	10am - 3pm
Roundtable	Quarterly Meeting	TBD	Friday, May 9, 2014	9-3:30
LR	LR Meeting 43	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, May 14, 2014	10am - 3pm
WWT	Monthly Meeting	USFS Regional Office, 740 Simms St. Golden	Tuesday, May 20, 2014	10am - 3pm
LR	LR Meeting 44	USFS-RO	Wednesday, June 11, 2014	10am - 3pm
WWT	Monthly Meeting	USFS Regional Office, 740 Simms St. Golden	Tuesday, June 17, 2014	10am - 3pm
LR	LR Meeting 45	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, July 9, 2014	10am - 3pm
LR	LR Meeting 46	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, August 13, 2014	10am - 3pm
Roundtable	Quarterly Meeting	TBD	Friday, August 29, 2014	9-3:30
LR	LR Meeting 47	USFS-RO	Wednesday, September 10, 2014	10am - 3pm
LR	LR Meeting 48	USFS-RO	Wednesday, October 8, 2014	10am - 3pm
LR	LR Meeting 49	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, November 12, 2014	10am - 3pm
Roundtable	Quarterly Meeting	TBD	Friday, November 14, 2014	9-3:30
LR	LR Meeting 50	JeffCo Taj Bldg, 100 Jefferson County Pkwy, Golden	Wednesday, December 10, 2014	10am - 3pm



# Roundtable Wildlife Team Organizational Chart



# Suggested Team Responsibilities

## Steering Committee

- Agree on project methodology and approve final deliverables
- Attend progress reviews; review pre-reads beforehand
- Help solve problems, remove obstacles, make resources available as needed

## Co-Leaders

- Introduce the project to the organization and ask everyone to help as needed
- Be ultimately responsible for the project's quality
- Be main point of contact for steering committee and Project Manager

## Facilitator & Coordinator

- Be ultimately responsible for the project's progress
- Be main point of contact for working team
- Create and maintain project plan
- Facilitate team meetings and progress reviews
- Provide document management system for deliverables and research
- Limit project scope in order to manage budget and deadlines as needed

## Working Team

- Contribute to development of project plan; follow through on commitments to project roles and activities
- Guide the working team's research and hold decision-making authority in their areas of expertise
- Conduct internal and external interviews and case studies; synthesize findings
- Create progress review materials and final deliverables
- Attend monthly team meetings