

BRAKE PAD PARTNERSHIP

Operating Plan

Adopted by the Brake Pad Partnership Steering Committee

March 25, 2004

Revised July 9, 2004

TABLE OF CONTENTS

Background	1
Purpose of this Document	1
Roles and Responsibilities	2
Steering Committee Operations	4
Communications	6
Scientific Advisory Team	9
Technical Work Product Review Process	11
Management of Written Materials	15
Contracts Management	16
Appendix A: Organization Chart	18
Appendix B: List of Steering Committee Members	19

BACKGROUND

The Brake Pad Partnership is a multi-stakeholder effort to understand the impacts on the environment that may arise from brake pad wear debris generated in the use of passenger vehicles. Working together, manufacturers, regulators, stormwater management agencies, and environmentalists are developing an approach for evaluating potential impacts on water quality, using copper in South San Francisco Bay as an example. Brake pad manufacturers have committed to adding this evaluation approach to their existing practices for designing products that are safe for the environment while still meeting the performance requirements demanded of these important safety-related products.

Funding and technical support for the Brake Pad Partnership comes from a variety of public and private sources, including a grant awarded for technical studies of the transport and fate of copper in brake wear debris in the environment from the State Water Resources Control Board (SWRCB) pursuant to the Costa-Machado Water Act of 2000 (Proposition 13) for the implementation of California's Nonpoint Source Pollution Control Program.

PURPOSE OF THIS DOCUMENT

This document describes the operational procedures, processes, and policies used by the Brake Pad Partnership to carry out its work, including arrangements for collaborating, deliberating, conducting technical studies, obtaining expert scientific input and peer review, making decisions, and communicating with stakeholder communities and the interested public.

ROLES AND RESPONSIBILITIES

The Brake Pad Partnership is a voluntary collaborative effort involving multiple stakeholders. The four key stakeholder communities engaged in the Partnership are friction materials manufacturers, stormwater management agencies, water quality regulatory agencies, and environmental groups. The following describes the organization of the Partnership and the functional roles and responsibilities:

Steering Committee—The Brake Pad Partnership Steering Committee is responsible for overall technical and policy direction and decision making for the Partnership. The Steering Committee consists of representatives of the four major categories of stakeholder groups: friction materials manufacturers, stormwater management agencies, water quality regulatory agencies, and environmental groups. The Steering Committee makes decisions on a consensus basis.

Steering Committee Representatives—Individual representatives to the Steering Committee are responsible for representing their stakeholders' interests in the Steering Committee's deliberations and decision-making. This responsibility includes communicating information on Partnership deliberations and decisions to stakeholder constituents and obtaining feedback and input for the decision making process. Each of the four major categories of stakeholder groups has its own set of reporting and feedback structures for assuring adequate representation in the Partnership.

Project Coordination and Technical Management—The Brake Pad Partnership's work is coordinated and facilitated by Sustainable Conservation, which is responsible for assisting the Steering Committee in structuring its deliberations and decision-making processes; coordinating with regard to project scheduling, tasks, milestones, and deliverables among the Steering Committee, Technical Consultants, Technical Advisor, Scientific Advisory Team, and the San Francisco Estuary Project; organizing and convening stakeholder workshops to facilitate interactive communication among Steering Committee members and the different stakeholder communities; developing and disseminating information about the Partnership and its progress broadly to the stakeholder communities and interested public.

Project Contracting and Fiscal Management—The Brake Pad Partnership has obtained \$700,000 of Proposition 13 funding from the California State Water Resources Control Board (SWRCB) Coastal Nonpoint Source Grant Program to conduct the technical studies necessary to understand the transport and fate of copper from automobile brake pad wear debris in the environment. This grant was awarded to the Association of Bay Area Governments (ABAG) on behalf of the San Francisco Estuary Project (SFEP), which is serving as the Brake Pad Partnership's fiscal agent for the purpose of this grant. SFEP/ABAG is responsible for contract and subcontract administration and management. The San Francisco Bay Regional Water Quality Control Board serves as the contract manager on behalf of the SWRCB. Sustainable Conservation is responsible for assisting SFEP/ABAG in subcontract management relating to technical content and reporting, including approval of invoices, and for assuring that the Steering Committee's directions are carried out through the work of the subcontractors.

Scientific Advisory Team—The Brake Pad Partnership is forming a Scientific Advisory Team to provide independent scientific review of work plans and work products. The members of the Scientific Advisory Team will be selected by the Steering Committee for their expertise. Additional information on the Scientific Advisory Team is included in a separate section below. Scientific Advisory Team members will be reimbursed for their travel expenses and provided a stipend payment for their services.

Technical Consultants—The Brake Pad Partnership is issuing a series of subcontracts to technical consultants to carry out the Partnership’s technical investigations. In addition to conducting technical work, these consultants are contracted to work with the Steering Committee in developing and refining the investigations and in interpreting the results, and to participate in stakeholder meetings to present their work and findings and assist members of the broader stakeholder communities in understanding them.

Appendix A contains an organizational chart showing the interrelationships among these entities.

STEERING COMMITTEE OPERATIONS

The Steering Committee accomplishes its work through scheduled meetings and conference calls, and the exchange of written materials. The Steering Committee makes decisions on a consensus basis. Steering Committee members serve at the pleasure of the stakeholder group(s) they represent. There is no fixed number of members on the Steering Committee, however it is important that a balance of representation of the key stakeholder groups be maintained. The current Steering Committee membership is included in this document as Appendix B.

Attendance and Participation

Consistency and continuity in Steering Committee members' participation in meetings, conference calls, e-mail dialogues, and review and comment of written materials are critical to the success of the Partnership. Steering Committee members should participate in all scheduled activities. If a Steering Committee member misses a meeting or conference call, it is his or her responsibility to find out what transpired in his or her absence.

Steering Committee members should have a designated backup who, in the event of a prolonged unplanned absence, can take over in a member's place. Steering Committee members may not send substitute representatives to participate in their places if they are not able to attend a single call or meeting. Steering Committee members are responsible for keeping their backups fully informed so that the backup can participate fully in meetings if necessary.

Occasionally, a Steering Committee member may face a set of scheduling conflicts that would limit his or her participation over a finite period. In such cases, that member may determine that his or her back-up representative should participate with the Steering Committee in his or her place for a specific period of time. The back-up representative should have authority to fully participate in the meeting and technical knowledge comparable to that of the committee member on whose behalf he or she is acting.

Scheduled Calls and Meetings

The bulk of the Brake Pad Partnership Steering Committee's work takes place through Steering Committee conference calls and meetings. The Brake Pad Partnership project coordinator is responsible for scheduling all Steering Committee conference calls and meetings, at times when Steering Committee members are available to participate. The Steering Committee meeting and conference call dates and times are usually scheduled well in advance, providing Steering Committee members ample advance notice. From time to time, the need arises to schedule a conference call quickly in order to respond to a particular issue. In such cases, every reasonable effort should be taken to make sure that all members are notified of the call and able to participate. In addition to calls and meetings, Steering Committee members are sometimes required to review and provide comment on written materials. In such cases, they must be allowed ample notification of the timeframe in which their input is required.

Preparation

All written materials for consideration by the Steering Committee at a scheduled meeting or conference call are to be distributed to Steering Committee members one week in advance if possible. In cases when material is not available one week in advance of a call or meeting, every

effort will be made to provide Steering Committee members with advance notice that it is forthcoming and to distribute it to Steering Committee members as soon as possible. Steering Committee members are responsible for thoroughly reviewing pertinent information in advance of any scheduled conference call or meeting.

Consensus Decision Making

The Steering Committee's deliberation and decision making process is carried out primarily through consensus building, a process of seeking agreement through interest-based dialogue. This process requires a good-faith effort on the part of all stakeholders to reach a mutual agreement among members of a group where all legitimate interests and concerns of individuals have been addressed to the satisfaction of the group. Consensus is achieved when all the stakeholders agree they can live with a proposed solution, even though it may not be their most preferred solution. For the purposes of the Brake Pad Partnership, representatives of all four major categories of key stakeholder groups must be in agreement that they can live with a decision in order for it to become effective.

Operating Principles and Ground Rules

Over the course of its work, the Brake Pad Partnership Steering Committee has adopted a set of operating principles and ground rules for facilitating its deliberation and decision making process. These principles and ground rules include:

- Engage in the process in good faith; be open and frank as possible about your interests and expectations.
- Strive for as much transparency as possible in your oral and written communications, and actions.
- In the event a stakeholder group is considering terminating its participation in the Brake Pad Partnership, the group's representatives will alert the Steering Committee as soon as possible, and the Steering Committee will work to see if there is a way to meet that group's interests and maintain the Partnership's cooperative approach.
- Listen openly, carefully, and with suspended judgment. Hear one another's ideas out.
- Do not interrupt one another. Do not talk over others.
- There is one conversation at the table at a time; do not engage in side conversations.
- If Steering Committee members need some time to caucus to share additional background information with newer members, they may call a "time out" to confer in private for a short period of time.
- Maintain respectfulness for one another, even when your views may differ.
- Recognizing that different people express things differently, be willing to go with the thrust of the discussions rather than picking apart how something is said.
- Speak up if you are worried or uncomfortable about the thrust of discussions or something said.
- Relate your concerns back to the underlying interests of the stakeholder group you represent.
- Ask, do not assume.
- Disclose bad news as soon as possible; don't forget to disclose relevant good news too.
- Review agendas and materials in advance of conference calls and meetings. It's important that everyone come to the meetings well prepared so we do not waste one another's time.

COMMUNICATIONS

Clear and transparent communications among stakeholders and between stakeholders and their Steering Committee representatives are fundamental to the success of the Partnership. In addition, the Partnership's work is of interest to the general public and is supported in part by public funding. This section is intended to make sure that the Partnership is operating in a clear and transparent manner, that all stakeholders are adequately informed of and engaged in key decisions, and that information on the Partnership's work and progress is made available to the interested public.

Communications within the Steering Committee

Communications among Steering Committee members takes place primarily through discussion in facilitated meetings and conference calls, occurring at least monthly. All written materials for Steering Committee consideration are transmitted to all Steering Committee members. Whenever possible, electronic transmission of written materials is preferred. Sustainable Conservation is in the process of setting up an intranet for document sharing among Steering Committee members, the Steering Committee's Technical Advisor, Scientific Advisory Team members, and the Technical Consultants.

Communications between Steering Committee Members and Their Stakeholders

Steering Committee members bear primary responsibility for communicating and consulting frequently with the stakeholder group(s) they represent. Steering Committee members are responsible for keeping their stakeholders abreast of the progress of the Brake Pad Partnership and aware of the challenges the Partnership faces; for seeking stakeholder guidance and concurrence on decisions and direction of the Partnership and its work; and for representing and conveying their stakeholders' interests and concerns to the Steering Committee. Each of the four major categories of stakeholder groups has its own method for sharing information and deliberating on issues within their own stakeholder communities. Steering Committee members are responsible for engaging in those processes to solicit input and direction representative of their stakeholders' interests.

Communications, Outreach, and Information Sharing with Stakeholder Groups and the Interested Public

Although Steering Committee members bear primary responsibility for communicating about the Partnership with the stakeholder group(s) they represent, the Partnership as a whole also conducts outreach and information sharing with stakeholder communities and the interested public. For example, periodically the Steering Committee engages with stakeholders through written updates and face-to-face meetings to provide stakeholders supplemental opportunities to learn about the work of the Brake Pad Partnership and the perspectives of other stakeholder communities. In addition, the Brake Pad Partnership, supported by Sustainable Conservation and the San Francisco Estuary Project, will seek to publicize its progress and the results of its work broadly to the interested and general publics and to other communities of interest. The following are the means by which the Brake Pad Partnership Steering Committee conducts outreach and information sharing with stakeholder communities and the interested public.

- ***Quarterly Stakeholder Updates.*** Sustainable Conservation is establishing a list-serve for the Brake Pad Partnership beginning with its existing stakeholder mailing list that

includes names of more than 300 individuals who have requested information on the Brake Pad Partnership. This list-serve will be used to disseminate quarterly updates to stakeholders from the Steering Committee, beginning in January 2004. These updates will provide information progress on milestones, new developments, accomplishments and next steps, and upcoming events, and be written in layperson's terms.

- ***Event-based Stakeholder Updates.*** Sustainable Conservation will provide event-based updates through the Partnership's list-serve to keep stakeholders posted on important milestones, news, and events in a timely manner.
- ***Technical Electronic Mail Discussions.*** From time-to-time, a posting of new technical information, such as a draft report, on the Brake Pad Partnership's web site may spark a technical electronic mail discussion among stakeholders using the Partnership's list-serve. The Partnership encourages such discussions and the input they can provide to the project.
- ***Stakeholder Conference and Technical Workshop.*** The Brake Pad Partnership Steering Committee intends to hold two Stakeholder Conference and Technical Workshops while it is carrying out the technical studies supported by the SWRCB. The first is scheduled to occur in May or June of 2004. The purpose of these one-day sessions is to provide Bay Area stakeholder communities a management and technical update on progress, an opportunity to meet with and hear from technical consultants and members of the Scientific Advisory Team and to provide their own input and feedback to the Steering Committee, an opportunity to engage more deeply in the work of the Partnership, and to experience in-person the collaborative nature of the interactions with the Steering Committee as a whole.
- ***Special Meetings with Individual Stakeholder Groups.*** From time to time, it is important for the Steering Committee to reach out to stakeholder communities outside of the Bay Area. On these occasions, the Steering Committee may schedule one of its meetings in conjunction with a meeting of a stakeholder group to provide the opportunity for stakeholders to engage more deeply in the work of the Partnership, provide direct input and feedback to the Steering Committee, and to experience in-person the collaborative nature of the interactions with the Steering Committee as a whole.
- ***Brake Pad Partnership Website.*** Sustainable Conservation maintains a publicly accessible website that includes basic information on the Brake Pad Partnership. This site will be expanded from its current form to provide more detailed information, including regular updates, draft and final workplans, draft and final reports, and a schedule of activities and upcoming events. This site includes a link to the Technical Reference Library.
- ***Technical Reference Library.*** The Bay Area Stormwater Management Agencies Association (BASMAA), U.S. Environmental Protection Agency, and San Francisco Estuary Project supported the creation of a web-based technical reference library for

the Brake Pad Partnership. Currently the operation of the internet site, and maintenance of and updates to the library are not funded. The website includes a listing of technical reports and articles relevant to the Brake Pad Partnership's work. Hard copies of these materials are available through the EPA Region 9 Library.

- ***Articles in Professional and Lay Publications.*** The Brake Pad Partnership will seek to publish information about the Partnership and its work in professional and lay publications, with support from Sustainable Conservation and the San Francisco Estuary Project. The Partnership will encourage subcontractors to publish the results of their work in respected peer-reviewed scientific publications. It will also seek to publish articles about the Partnership and its work in publications having specialized audiences, such as the San Francisco Estuary Institute's *ESTUARY*, the National Estuary Program's *UPDATE*, the Coastal Conservancy's *Coastlines*, and journals or newsletters widely read by those in the friction materials industry, stormwater management business, the water quality regulatory community, and by environmentalists. The level of technical detail in such articles will be tailored to match the audience of the publications. Sustainable Conservation will maintain a list of such publications, and report on them as appropriate through quarterly and event-based reports.

- ***Presentations and Participation in Professional and Lay Meetings.*** Brake Pad Partnership representatives will seek to make disseminate information about the Partnership and its work through participation and presentations at professional and lay conferences and meetings. For example, Sustainable Conservation will represent the Partnership at the biannual Copper Action Plan review meetings. The Partnership will encourage technical subcontractors to make presentations of their work at technical meetings in their fields. Sustainable Conservation will maintain a list of such presentations, and report on them as appropriate through quarterly and event-based reports.

SCIENTIFIC ADVISORY TEAM

The Brake Pad Partnership is forming a Scientific Advisory Team to provide independent scientific review of work plans and work products. The purpose of the Scientific Advisory Team is to ensure that key decisions and assumptions that go into the development, performance, and evaluation of the interlinked laboratory, monitoring, and modeling studies are technically sound. The role of the Scientific Advisory Committee will be to provide credible technical advice and guidance to the Steering Committee, stakeholders, and technical subcontractors. Scientific Advisory Team members will provide objective expert technical review at critical project milestones. Scientific Advisory Team members will receive a stipend and reimbursement for travel costs.

Scientific Advisory Team Membership

The Scientific Advisory Team will consist of a group of eight to ten members having relevant environmental science expertise. Two members will serve as the Team's core advisors, participating in review efforts and providing input for decision making throughout the entire study process, lending continuity to the effort. The remaining six to eight members will participate primarily as technical peer reviewers on an as-needed basis providing in-depth review of materials relating specifically to their areas of specialized expertise. Thus, each technical document will be reviewed by two to four members of the Scientific Advisory Team. A detailed job description outlining these responsibilities will be developed and provided to the potential Scientific Advisory Team members when they are interviewed regarding their willingness to serve in this capacity.

The Steering Committee will select Scientific Advisory Team members based on their expertise, objectivity, ability to communicate scientific information effectively, and interest and availability to participate. Recommendations for members of the Scientific Advisory Team are being solicited from the stakeholder communities through the Steering Committee representatives. In addition, the technical subcontractors are being asked to recommend several reviewers in their fields to be considered as potential Scientific Advisory Team members.

Ongoing Responsibilities of the Scientific Advisory Team Core Advisors

The two members of the Scientific Advisory Team who will serve as core advisors will provide technical advice and input to the Steering Committee in its deliberations and to the wider stakeholder community through participation in the Stakeholder Conferences and teleconferences addressing the review of specific work products (see Technical Work Product Review Process below).

Scientific Advisory Team Role in Review of Technical Work Products

The Scientific Advisory Team core advisors and the appropriate technical review members will be tasked to review and comment on technical work products, specifically Work Plans and Draft Reports. For each item to be reviewed, the Steering Committee will develop a charge to the reviewers including specific questions based on stakeholder input. In some cases, Scientific Advisory Team technical review members may be invited to participate in additional meetings or teleconferences to provide additional insight on their review efforts.

A full description of the Technical Work Product Review Process is provided in the section below.

TECHNICAL WORK PRODUCT REVIEW PROCESS

The purpose of the technical work product review process is multifaceted. It is intended to provide:

- ***A scientific check and independent review*** to ensure that the approach and results of the Brake Pad Partnership's work products are technically sound from a credible, objective, scientific point-of-view.
- ***A source of outside ideas*** that could further strengthen the technical work.
- ***Engagement, advice and guidance*** that can help build in-depth understanding of and confidence in the technical studies on the part of the Steering Committee and the stakeholder communities.

The Brake Pad Partnership has developed two levels of review for technical work products. The draft reports resulting from the three environmental modeling tasks—air deposition modeling, watershed modeling, and bay modeling—will undergo a very intensive review process involving members of the Scientific Advisory Team, Steering Committee, and interested stakeholders. Draft Work Plans for all the tasks and draft reports for the laboratory and monitoring tasks, will undergo a somewhat less intensive review process in which stakeholders will still have the opportunity to participate.

Review Process for Environmental Modeling Draft Reports

The project schedule provides 11 weeks from the date of receipt for review of the Work Plans and Draft Reports associated with the environmental modeling tasks. The following is the process and schedule that will be used to obtain stakeholder input and Scientific Advisory Team review, and address follow-up questions. A schedule containing specific dates and deadlines will be prepared and made available in advance for each document to be reviewed.

- ***Development of a Draft Charge to Reviewers (1 month)***. One month *prior* to receiving a draft environmental modeling Work Plan or Report, the Brake Pad Partnership Steering Committee will begin drafting a charge to the reviewers.
- ***Initial Review by the Steering Committee and Stakeholders (1 week)***. Immediately upon receipt of a Draft Work Plan or Draft Report, Sustainable Conservation will review the material to make sure it is complete and in a form appropriate for electronic distribution. Sustainable Conservation will then circulate the document along with the draft charge to Steering Committee members and make both documents available to stakeholders from the Brake Pad Partnership website. A notice of availability of the documents and deadline for response will be sent to stakeholders on the Brake Pad Partnership's list-serve. Steering Committee members and stakeholders will have one week to submit comments on the draft charge and any additional questions for the Scientific Advisory Team reviewers to Sustainable Conservation.
- ***Finalization of the Charge to Reviewers (1 week)***. Sustainable Conservation will circulate all the comments on the draft charge to reviewers and additional questions

received to Steering Committee members. Sustainable Conservation will then incorporate the comments and questions into the draft charge to reviewers and circulate that to Steering Committee members and notify stakeholders of the availability of the material on the Brake Pad Partnership website using the Partnership's list-serve. Stakeholders will have three days to provide comments on the draft charge to their Steering Committee representatives. A Steering Committee call will be held on the last day of this period for discussion, revision as necessary, and approval of the charge.

- *Stakeholder and Scientific Advisory Team Member Review (4 weeks)*. Immediately upon approval of the charge, Sustainable Conservation will send it along with the document for review to the reviewers and notify stakeholders of the availability of the material on the Brake Pad Partnership website using the Partnership's list-serve. Scientific Advisory Team reviewers will be given a week to familiarize themselves with the material and the questions in the charge. At the end of this week, Sustainable Conservation will convene a conference call among the reviewers to allow them to share their comments and thoughts and engage in discussion on the questions in the charge. Reviewers will have another three weeks to prepare and submit their written comments. A second conference call among the SAT reviewers may be scheduled following the submission of their written comments if they believe it will be helpful in preparing for further interactions with the Steering Committee, contractors, and stakeholders.
- *Follow-up on Stakeholders' and Reviewers' Responses and Comments (1.5 weeks)*. Immediately upon receipt of stakeholders' and reviewers' comments and responses, Sustainable Conservation will forward them to Steering Committee members and notify stakeholders of their availability on the Brake Pad Partnership website using the Partnership's list-serve. Steering Committee members and stakeholders will have one week to familiarize themselves with this material, at the end of which a teleconference or meeting will be held for discussion of the results of the review process among the stakeholders, the reviewers, the contractor, and the Steering Committee.
- *Preparation and Review of a Draft Summary of Comments (2 weeks)*. Based on the conference call with the stakeholders, the reviewers, the contractor, and Steering Committee, Sustainable Conservation will prepare a draft summary of the reviewers' comments and responses along with any additional comments that emerge from the discussion. Sustainable Conservation will circulate the draft summary to Steering Committee members and notify stakeholders of its availability on the Brake Pad Partnership website using the Partnership's list-serve. Steering Committee members and stakeholders will have one week to familiarize themselves with this material, at the end of which Sustainable Conservation will convene a conference call among Steering Committee members and stakeholders to discuss the draft.
- *Finalization of the Summary of Comments (1.5 weeks)*. Following the conference call discussion of the draft summary of comments, Sustainable Conservation will prepare a draft final summary of comments, which it will notify stakeholders of its availability on the Brake Pad Partnership website using the Partnership's list-serve and circulate to Steering Committee members for approval. Steering Committee members and stakeholders will have two days to provide any further comments they might have on the

final draft prior to final approval by the Steering Committee. After the summary is approved by the Steering Committee, Sustainable Conservation will forward it to the contractor for incorporation into the Final Report.

Review Process for Draft Work Plans and Draft Reports for the Laboratory and Monitoring Tasks

The project schedule provides five weeks for review of Work Plans and Draft Reports from the laboratory and monitoring tasks. The following is the process and schedule that will be used to obtain stakeholder input and Scientific Advisory Team review, and address follow-up questions. A schedule containing specific dates and deadlines will be prepared and made available in advance for each document to be reviewed.

- *Development of a Draft Charge to Reviewers (1 month).* One month *prior* to receiving a draft laboratory or monitoring Work Plan or Report, the Brake Pad Partnership Steering Committee will begin drafting a charge to the reviewers.
- *Initial review by the Steering Committee and Stakeholders (1 week).* Immediately upon receipt of a Draft Work Plan or Draft Report, Sustainable Conservation will review the material to make sure it is complete and in a form appropriate for electronic distribution. Sustainable Conservation will then circulate the document along with the draft charge to Steering Committee members and make both documents available to stakeholders from the Brake Pad Partnership website. A notice of availability of the documents and deadline for response will be sent to stakeholders on the Brake Pad Partnership's list-serve. Steering Committee members and stakeholders will have one week to submit comments on the draft charge and any additional questions for the Scientific Advisory Team reviewers to Sustainable Conservation.
- *Finalization of the Charge to Reviewers (1 week).* The Steering Committee will have one week to finalize the charge to the reviewers. First, Sustainable Conservation will circulate all the comments on the draft charge and questions received to Steering Committee members. Sustainable Conservation will then incorporate the comments and questions into the draft charge to reviewers and circulate that to Steering Committee members and notify stakeholders of the availability of the material on the Brake Pad Partnership website using the Partnership's list-serve. Stakeholders will have three days to provide comments on the draft charge to their Steering Committee representatives. A Steering Committee call will be held on the last day of this period for discussion, revision as necessary, and approval of the charge.
- *Stakeholder and Scientific Advisory Team Member Review (2 weeks).* Immediately upon approval of the charge, Sustainable Conservation will send it along with the document for review to the reviewers and notify stakeholders of the availability of the material on the Brake Pad Partnership website using the Partnership's list-serve. Stakeholders and reviewers will have two weeks in which to provide their comments and responses to the questions in the charge.

- *Follow-up on Reviewers' Responses and Comments (1 week)*. Immediately upon receipt of stakeholders' and reviewers' comments and responses, Sustainable Conservation will forward them to Steering Committee members and notify stakeholders of their availability on the Brake Pad Partnership website using the Partnership's list-serve. On the third or fourth day of this period, a teleconference or meeting will be held to discuss the results of the review process with stakeholders, the reviewer, the contractor, and the Steering Committee. Sustainable Conservation will compile the reviewers' comments and responses along with any additional comments emerging from the discussion by teleconference or meeting and forward them to the contractor for incorporation into the final Work Plan or Report.

MANAGEMENT OF WRITTEN MATERIALS

The Brake Pad Partnership involves substantial amounts and types of written materials. By law, all of the written materials that are produced with public funding are in the public domain. The Brake Pad Partnership has developed the following policies for managing documents in the spirit of maintaining accuracy and transparency in its work and communications.

As the Partnership coordinator, Sustainable Conservation bears primary responsibility for document management. Whenever possible, documents will be handled in electronic format to speed transmission and reduce transmittal costs.

The following documents will be posted to the Brake Pad Partnership's website routinely and notice of availability of such documents will be provided to stakeholders and the interested public via the Partnership's list-serve on an event basis.

- Quarterly Stakeholder Updates, including information on recent accomplishments and next steps
- Stakeholder Conference and Technical Workshop materials
- Schedules of meetings and events, including technical review schedules
- Technical Consultants' Draft and Final Work Plans
- Technical Consultants' Draft and Final Reports
- Steering Committee charges to the Scientific Advisory Team technical reviewers
- Scientific Advisory Team Technical Review comments and the Steering Committee summary of comments on draft materials provided to the Technical Consultants
- Steering Committee Reports

The following documents are developed routinely in the course of the Steering Committee's deliberations. Stakeholders interested in viewing such documents should contact their Steering Committee representative(s).

- Steering Committee conference call and meeting agendas
- Lists of action items resulting from Steering Committee conference calls and meetings
- Copies of Technical Consultants' draft and final contracts

In addition to the above documents, individual Steering Committee members and the Brake Pad Partnership coordinator frequently prepare and handle other working documents in the course of the Steering Committee's work, such as e-mail communications and draft summaries of discussion topics. These materials are often in a rough draft format and in the course of the Steering Committee's deliberations become more refined, eventually resulting in a Steering Committee report or other type of work product that is disseminated widely. Stakeholders interested in viewing working documents should contact their Steering Committee representative(s).

CONTRACTS MANAGEMENT

The Association of Bay Area Governments (ABAG) on behalf of the San Francisco Estuary Project (SFEP) is serving as the Brake Pad Partnership's fiscal agent for the purpose of administering the \$700,000 of Proposition 13 funding from the California State Water Resources Control Board (SWRCB) Coastal Nonpoint Source Grant Program. The San Francisco Bay Regional Water Quality Control Board serves as the contract manager on behalf of the SWRCB.

SFEP/ABAG is responsible for contract and subcontract administration and management. Sustainable Conservation is responsible for assisting SFEP/ABAG in subcontract management relating to technical content and reporting, including approval of invoices, and for assuring that the Steering Committee's directions are carried out through the work of the subcontractors.

The following outlines roles and responsibilities relating to management and administration of the master contract and subcontracts.

Master Contract Management and Reporting

SFEP/ABAG holds the master contract with the SWRCB and is responsible for meeting all of the contract obligations. Sustainable Conservation is responsible for assisting SFEP/ABAG in meeting the contract reporting and deliverable requirements. Sustainable Conservation will prepare and provide a quarterly project report that incorporates quarterly reports from each of the other subcontractors. Sustainable Conservation will also forward SFEP/ABAG copies of deliverables developed by Sustainable Conservation and/or the other contractors.

Subcontracting

SFEP/ABAG is responsible for entering into subcontracts on behalf of the Brake Pad Partnership in accordance with all applicable requirements of the SWRCB and SFEP/ABAG.

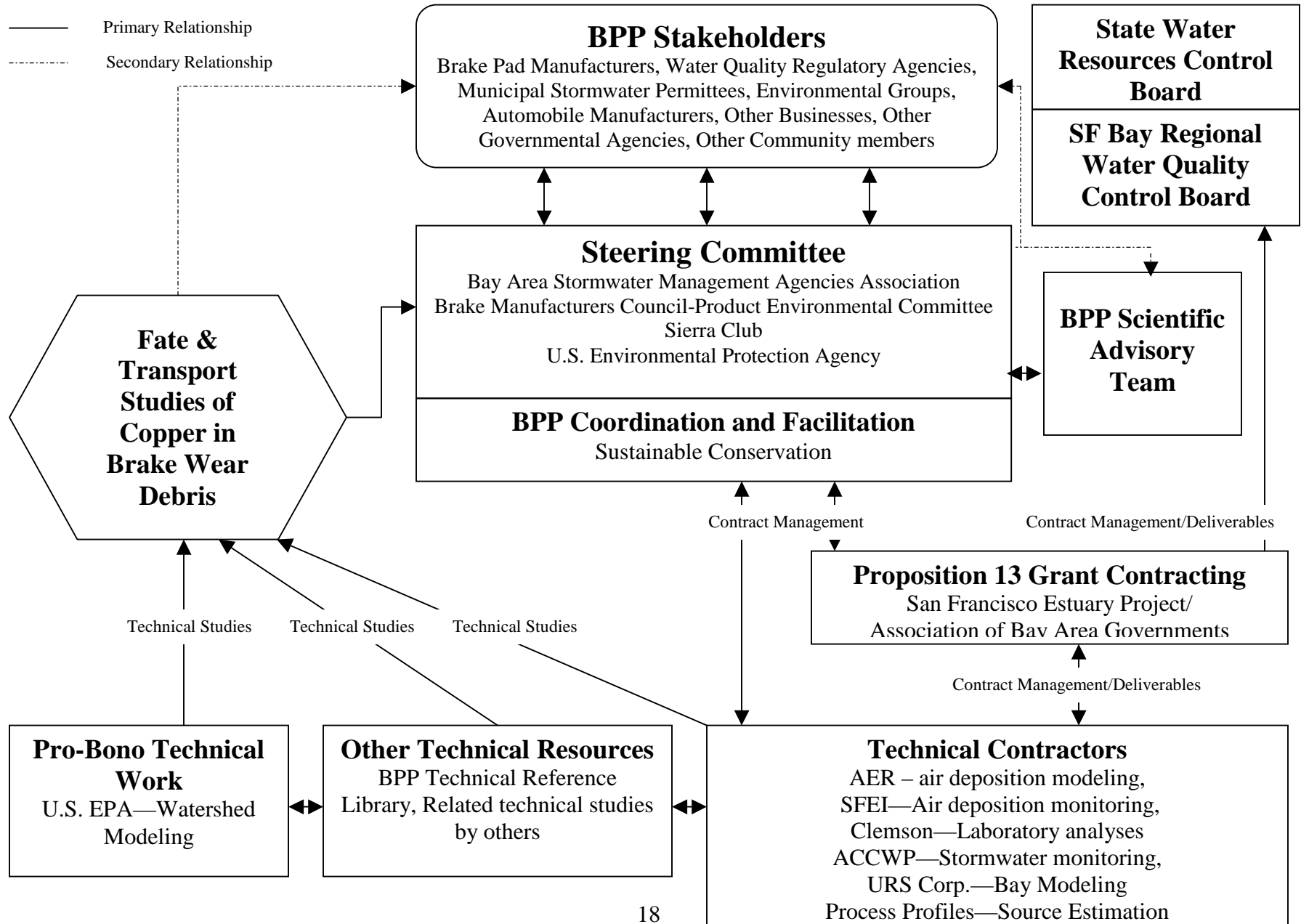
Sole Source Contracting. Sole source contracts will be let to Sustainable Conservation for project coordination and management, the San Francisco Estuary Institute for air deposition monitoring, the Alameda County Flood Control and Water Conservation District (on behalf of the Alameda Countywide Clean Water Program) for stormwater monitoring, and URS Corporation for bay modeling. All sole source contracts have been documented with the required justification. The Brake Pad Partnership Steering Committee must approve the Scope of Work for each sole source contract prior to execution of the contract.

Competitive bid contracting. Competitive bid contracts will be let for air deposition modeling, airborne brake wear debris characterization, and chemical characterization of brake wear debris. SFEP/ABAG is responsible for conducting the competitive bidding process in accordance with applicable SWRCB and SFEP/ABAG requirements. In the case of each competitive bidding process, the Statement of Work, Services, or Qualifications and list of qualified bidders must be approved by the Brake Pad Partnership Steering Committee prior to the release of the call for bids. In addition to the SWRCB contract manager, and a representative of ABAG, the selection committee shall consist of one representative of each stakeholder group drawn from the Brake Pad Partnership Steering Committee. Additional members of the Steering Committee may participate in the review and interview process on an informational basis.

Draft and Final Work Plans and Reports. Each of the technical subcontractors is required to prepare draft and final Work Plans and draft and final Reports. All draft Work Plans and Reports must go through a technical review process as described in the section above on Technical Work Product Review Process. Upon completion of the review, Sustainable Conservation will summarize all the comments for the subcontractor in a memorandum that requires approval of the Steering Committee prior to being submitted to the subcontractor. Final Work Plans and Reports received from the subcontractors must include all requested changes as a condition of the Brake Pad Partnership's acceptance of the final product.

Invoice Management. Technical subcontractors will submit their invoices directly to SFEP/ABAG, which will then circulate the invoices to the Brake Pad Partnership coordinator and facilitator for approval. Upon receipt of this approval, SFEP/ABAG will process the invoices in accordance with all applicable SWRCB and SFEP/ABAG requirements.

Brake Pad Partnership Organization Chart



BRAKE PAD PARTNERSHIP STEERING COMMITTEE

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