

New Doggerland

Governance & Operations - External Summary (v0.6.2)

Purpose of This Summary

This document provides a plain-language overview of the governance and operational structure of **New Doggerland**. It is intended for external audiences such as funders, partners, advisors, and regulators. The summary outlines the intent, structure, and logic of the organization's formal governance and operational framework.

Organizational Overview

New Doggerland is an intentionally designed organization structured around:

- Clear accountability
- Ethical decision-making
- Long-term institutional sustainability

From its inception, the organization has prioritized strong governance and operational clarity to ensure transparency, trust, and resilience as it grows.

Early-Stage Fundability by Design

New Doggerland is intentionally built for early-stage fundability. Its governance and control systems are designed to operate *before* reputation, scale, or organizational history exist, so that donors and funding partners do not need to rely on trust, urgency, or founder discretion.

Funders are able to observe governance operating in real time, rather than inferring governance quality from outcomes.

As organizations scale, governance typically hardens around habits, personalities, and legacy decisions. Early-stage formation is the only period in which safety, accountability, and control can be designed without legacy friction.

Accordingly, early funders of New Doggerland are not betting on outcomes. They are validating a governance system.

New Doggerland therefore represents an opportunity to support an organization after controls are in place but before history hardens.

This framing is reflected in concrete controls already in operation, including predefined approval thresholds, aggregation limits, emergency authority constraints, segregation of duties, and explicit donor-fund protections. These controls are active by default and operate independently of urgency, outcomes, or individual discretion.

Governance Philosophy

New Doggerland operates on the principle that:

Clear rules enable creativity, fairness, and mission focus.

Rather than relying on informal norms or personality-driven leadership, the organization uses documented governance frameworks to:

- Define authority and responsibility
- Reduce ambiguity and internal conflict
- Protect the mission over time
- Enable leadership transitions without disruption

Governance Structure (At a Glance)

The organization maintains a tiered document hierarchy that establishes clear authority and precedence.

Authority Order (Highest to Lowest)

Authority within the organization is governed by the following order of precedence:

1. Applicable laws and regulations
2. Foundational governance documents
3. Operational manuals
4. Policies, procedures, and guidelines

In the event of a conflict, higher-level documents take precedence over lower-level ones.

Core Governance Documents

The organization maintains four primary categories of documents:

Governance Document

- Defines mission, values, authority, and oversight
- Establishes leadership roles and decision-making processes
- Serves as the organization's constitutional backbone

Governance Companion

- Provides interpretation and practical guidance
- Explains how governance principles are applied in practice
- Non-binding, but highly informative

Operational Manual

- Defines day-to-day operational authority and processes
- Clarifies roles, workflows, and accountability
- Ensures continuity and consistency

Operational Manual Companion

- Offers implementation examples and evolving best practices
- Designed to adapt as the organization learns and grows

This separation ensures that core principles remain stable while practices can evolve responsibly.

Decision-Making & Accountability

The governance system is designed to:

- Clearly distinguish between oversight and execution
- Ensure decisions are made at the appropriate level
- Provide documented escalation and resolution pathways

This structure protects both leadership, by clarifying authority, and the organization, by preventing unilateral or unclear decision-making.

Versioning & Continuous Improvement

All governance and operational documents are versioned and intentionally labeled (e.g., *v0.6.2*) to reflect:

- Transparency
- Iterative improvement
- Learning from real-world operation

Formal review and revision processes are built into the system to ensure ongoing relevance and compliance.

Relevance to External Stakeholders

For **funders and partners**, this framework demonstrates:

- Organizational seriousness and readiness
- Risk awareness and mitigation
- Responsible stewardship of resources

For **regulators and advisors**, it shows:

- Proactive compliance thinking
- Clear internal controls
- Reduced governance and operational risk

For **future board members and staff**, it provides:

- Clarity
- Fairness
- Confidence in institutional stability

Note on Interpretation

This summary is provided for informational purposes only. In the event of any inconsistency, formally adopted governance and operational documents, along with applicable laws and regulations, shall govern.

Current Status

This governance and operations framework is a working draft, internally consistent, but not yet actively in use. It provides a strong foundation for early-stage operations and long-term organizational scale, while remaining open to structured refinement as New Doggerland grows.

Additional Information

Further documentation, detailed policies, and implementation materials are available upon request.

New Doggerland - Consolidated Governance Document v0.6.2

Contents

1 Purpose and Mission Lock	5
1.1 Domain-Specific Optimization Constraint	5
1.2 Inclusive Venue Hosting	5
2 Authority, Hierarchy, and Precedence	6
3 Derivation and Compression Principle	6
4 Definitions	7
4.1 Founder	7
4.2 Master Waller	8
4.3 Stewardship	8
4.4 Steward's Office	8
4.5 Stewardship Appointment, Term, and Vacancy	9
4.6 Supermajority	10
4.6.1 Recusal-Adjusted Supermajority	10
4.7 Extraordinary Process	11
4.8 Active Voting Seats	11
4.9 Properly Requested Meeting	11
4.10 Materially Affects	12
4.11 Material Action	12
4.12 Recorded Decision Pathway	13
4.13 Bounded Discretion	13
4.14 Routine, Reversible, and Role-Scoped	14
4.15 External Governance Arbiter	14
4.16 Controlled Subsidiary	15
4.17 Subsidiary Governance Charter	15
4.18 Related-Party Transaction	16
4.19 Independent Supervisor Layer	16
4.20 Credible Impairment	16
4.21 Material Financial Interest	17
4.22 Independently Valued Housing Benefit	18
4.23 Independently Verifiable Compensation Data	18
4.24 Upper End of Prevailing Market Norms	19
4.25 Compensation Philosophy Framework	19
4.26 Dignity Floor	20

5	Mission Statement	20
5.1	Status and Authority	20
5.2	Mission	21
6	Governance Bodies	21
6.1	Governing Authority	21
6.2	Controlled Subsidiary Creation Authority	21
6.3	Subsidiary Oversight and Operational Independence	22
6.4	Subsidiary Conflicts and Related-Party Transactions	22
6.5	Subsidiary Profit Distribution and Reserve Policy	22
6.6	Subsidiary Shutdown, Divestment, or Dissolution Authority	23
6.7	Mission Protection Under Subsidiary Dominance	23
6.8	Founder Strategic Articulation	24
6.9	Governing Body Composition, Selection, and Removal	24
6.9.1	Composition	24
6.9.2	Eligibility and Disqualification	24
6.9.3	Selection and Replacement	25
6.9.4	Terms and Term Limits	25
6.9.5	Staggering Requirement	25
6.9.6	Community Representation Seat	26
6.9.7	Periodic External Composition Review	26
6.9.8	Removal	27
6.9.9	Quorum and Voting	27
6.9.10	Vacancy Handling	27
6.9.11	Meeting Format and Records	28
6.9.12	Advisory Intelligence System	28
6.10	Non-Voting Governing Body Chair (Procedural Steward Role)	28
6.10.1	Role Definition.	28
6.10.2	Founder Chair Default (Non-Voting).	29
6.10.3	Voting Prohibition.	29
6.10.4	Quorum Exclusion.	29
6.10.5	Member Status Separation.	29
6.10.6	Authority Limitation.	29
6.10.7	Agenda Control Safeguard.	29
6.10.8	Chair Neutrality and Facilitation Constraints.	29
6.10.9	Meeting Convening Backstop.	30
6.10.10	Tie-Breaking Explicitly Barred.	30
6.10.11	Chair Removal.	30
6.11	Founder Steward Role	31
6.11.1	Definition	31
6.11.2	Advisory Function	31
6.11.3	Aesthetic Stewardship and Directional Authority	32
6.11.4	Directional Goal Stewardship	32
6.11.5	Advisory Continuity Protection	32
6.11.6	Anti-Precedent Safeguard	33
6.11.7	Limitations	33
6.11.8	Succession	33

7	Ethics, Prohibitions, and Values	33
7.1	Binding Prohibitions	33
7.2	Values and Principles	34
7.3	Compensation and Fair Pay Constraints	34
7.3.1	Fair Compensation Framework	34
7.3.2	Internal Equity and Non-Retaliation	34
7.3.3	Founder Compensation Safeguard	35
7.3.4	Prohibition on Compensation-Based Extraction	35
8	Enforcement Authority	36
9	Emergency Scope Registry	36
9.1	Emergency Authority Sunset	37
9.2	Continuity Authority During Quorum Loss	37
9.3	Registry Object Vocabulary	39
9.4	E-001 - Immediate Medical Emergency (Human)	39
9.5	E-002 - Immediate Medical Emergency (Animal)	39
9.6	E-010 - Fire, Smoke, or Explosion Risk	40
9.7	E-011 - Gas Leak or Suspected Gas	40
9.8	E-020 - Structural or Environmental Hazard	41
9.9	E-030 - Violence Threat or Active Altercation	41
9.10	E-040 - Missing Child or Missing Dog	42
9.11	E-050 - Utility Failure Threatening Welfare or Safety	42
9.12	E-090 - Logging System Outage	42
10	Operations and Manuals	43
10.1	Uniform and Workwear Standard	43
11	Assets, Land, and Dissolution	44
11.1	Asset Stewardship	44
11.2	Land Use	44
11.3	Integrated Pest and Tick Management	44
11.4	Land Reversion and Restoration	44
11.5	Dissolution	45
12	Transparency and Overrides	45
12.1	Material Actions	45
12.2	Materiality Challenge Protocol	45
12.3	Temporary Collective Hardship Covenant	45
13	Protected Residential Continuity	46
13.1	Founder Continuity Residence	46
13.2	Master Waller Continuity Residence	47
13.3	Periodic Review	47
13.4	Survivor Occupancy Transition	48
13.5	Service-Based Occupancy	48
13.6	Named Role List and Anti-Expansion Rule	48
13.7	Abuse Disqualification	49

14 Amendment and Mutability Rules	49
14.1 Foundational Phase Operability	49
15 Interpretation	50
15.1 Interpretation Tie-Break Protocol	51
15.2 Early-Stage Governance Principle	51
16 Failure Handling	51
17 Stewardship and Permanence Constraints	51
18 Classification, Arbitration, and Accountability	52
18.1 Action Classification	52
18.2 Mistake	52
18.3 Violation	52
18.4 Abuse	52
18.5 Classification Authority	52
18.6 Panel Selection	52
18.7 Relationship to Values	53
18.8 Classification Standards	53
18.9 Burden of Proof	53
18.10 Testimony Definition	53
18.11 Appeals	53
18.12 Panel Term Enforcement	54
18.13 Quorum Safeguards	54
18.14 Arbiter Pool Integrity	54
18.15 Arbiter Assignment Randomization	54
18.16 Stewardship Backstop	54
18.17 Emergency Good-Faith Presumption	55
18.18 Pattern-Based Corroboration	55
18.19 Anti-Tamper Presumption	55
18.20 Residence Protection Disqualification Upon Abuse	55
18.21 Whistleblower Protection and Anti-Retaliation Presumption	56
19 Constitutional Repair Protocol	56
19.1 Purpose	56
19.2 Trigger Threshold	57
19.3 Invocation Requirements	57
19.4 Scope Limitation	57
19.5 Interim Harm Mitigation Pending Repair	57
19.6 Delay and Disclosure	58
19.7 Post-Repair Review	58

Foundational Covenant

No harm shall befall any person who aids this institution as a result of that aid. Where possible, every person who contributes time, attention, resources, or land shall be aided, lifted, educated, or enriched by that relationship.

This principle applies to all persons and entities who engage with New Doggerland in good faith, including but not limited to staff, volunteers, donors, landowners, partners, contractors, and community members. It is not a guarantee of outcome, but an enduring commitment of institutional intent that must inform the interpretation and application of all provisions in this document.

Mutability: Unchangeable

1 Purpose and Mission Lock

New Doggerland exists solely to advance its stated charitable, welfare, and stewardship purposes. Assets, authority, and operations must not deviate from these purposes. No activity may undermine animal welfare, human dignity, or the long-term stewardship obligations of the organization. No activity may be treated as undermining welfare, dignity, or stewardship solely because it imposes incidental, time-limited, or mitigated burdens that are necessary to prevent greater harm or to carry out mission-aligned duties under this document, provided the necessity basis is documented contemporaneously in the applicable log, interpretation note, or Recorded Decision Pathway.

1.1 Domain-Specific Optimization Constraint

New Doggerland must designate a primary beneficiary for every operational, spatial, or experiential domain.

Within a domain, New Doggerland may optimize conditions only for the designated primary beneficiary.

Within a domain, New Doggerland must respect all non-primary beneficiaries.

New Doggerland must not optimize conditions for more than one beneficiary within the same domain.

New Doggerland must not use indulgence as a design, operational, or experiential objective in any domain.

Mutability: Unchangeable

1.2 Inclusive Venue Hosting

New Doggerland may host events, gatherings, and venue rentals for marginalized and underserved communities, including but not limited to LGBTQ+, furry, neurodivergent, neopagan, and similar groups that face barriers to safe assembly elsewhere.

Such hosting is mission-coherent because it:

- generates revenue that directly supports animal welfare and stewardship operations,
- broadens the institution's base of community engagement, reducing dependence on any single donor, constituency, or ideology,

- strengthens institutional capture resistance by ensuring that no single demographic, political, or cultural group holds disproportionate influence over the organization’s direction or survival,
- advances the dignity mandate of this document by extending safe access to communities routinely excluded from comparable spaces.

Venue hosting must not interfere with animal welfare, safety protocols, or stewardship obligations. All events must comply with applicable law and the binding prohibitions of this document.

Mutability: Revisable

2 Authority, Hierarchy, and Precedence

The governing hierarchy is fixed as follows:

1. Legal and Regulatory Compliance Instruments
2. This Consolidated Governance Document
3. Operational Manuals
4. Policies and Procedures

In any conflict, higher-order documents control. Legal and regulatory requirements control in all cases, regardless of any internal provision.

Subordination within this hierarchy governs authority, not interpretation. Where no direct conflict exists, good-faith interpretation at the lowest competent level is permitted only for actions that are not Material Actions, provided such interpretation does not create new authority or obligations and is recorded as an interpretation note when it affects procedure.

Interpretation notes are non-binding and do not create precedent, authority, or obligations. Interpretation notes must not be cited as independent authority in any Recorded Decision Pathway and must not be treated as policy unless formally adopted through the applicable governance or policy process.

Ambiguity alone does not constitute conflict. Only direct inconsistency between provisions triggers hierarchical override.

Mutability: Unchangeable

3 Derivation and Compression Principle

All authority within New Doggerland originates exclusively from the governing hierarchy defined in Section 2.

All materials that are not part of that hierarchy, including but not limited to companion documents, public descriptions, staff handbooks, training materials, summaries, slogans, heuristics, cultural artifacts, and informal guidance, are subordinate and may exist only as derived representations of higher-order documents.

Derived materials may summarize, simplify, restate, or compress existing rules and obligations, but must not originate new authority, create new obligations, grant permissions, change thresholds, modify safeguards, or override higher-order text.

Derived materials must not be relied upon to determine rights, duties, permissions, prohibitions, or enforcement outcomes.

If any conflict, ambiguity, or inconsistency exists between a higher-order document and a derived material, the higher-order document governs without exception.

No cultural, informal, or symbolic expression has independent authority or interpretive weight.

External assurance documents (including donor, regulator, or auditor summaries) are derived representations and confer no authority.

Mutability: Unchangeable

4 Definitions

4.1 Founder

The Founder is a defined organizational role responsible for originating and stewarding the foundational structure, mission articulation, and long-horizon coherence of New Doggerland.

The initial Founder is the natural person who established New Doggerland and is identified as such in the organization's formation records.

The Founder role:

- is singular and may be occupied by only one person at a time
- does not constitute an office, officer position, ownership interest, or governance seat
- confers no voting power, veto power, or unilateral authority
- holds the non-voting Governing Body Chair role by default unless declined in writing
- may be vacated, retired from, or reassigned only in accordance with this document

Upon retirement or voluntary transition from active stewardship, the incumbent Founder enters the Founder Steward role as defined in Section 6.11.

Upon incapacity, entry into the Founder Steward role is permitted only if the Governing Body records a finding that the incumbent Founder can reliably perform the Chair and advisory functions described in Section 6.11.

Such entry:

- does not terminate the Founder's identity or historical status
- represents a retreat from day-to-day operational and physical work
- preserves continuity of mission articulation and long-horizon coherence

Mutability: Unchangeable

4.2 Master Waller

The Master Waller is a defined organizational role responsible for the design, construction, and long-term structural integrity of drystone walls, boundary infrastructure, and associated landscape works on New Doggerland land.

The Master Waller role:

- is singular and may be occupied by only one person at a time
- does not constitute an office, officer position, ownership interest, or governance seat
- confers no voting power, veto power, or unilateral authority
- is justified by the business necessity of a twenty to twenty-five year wall construction timeline and the irreplaceability of accumulated site knowledge specific to the land, stone, and structural program

The Master Waller role may only be created, filled, or vacated by Governing Body approval through a Recorded Decision Pathway under Section 4.12. The role must not be filled until active wall construction has commenced and the Governing Body has documented a business-necessity finding specific to the appointee.

Mutability: Unchangeable

4.3 Stewardship

Stewardship is an independent oversight function responsible solely for continuity, integrity, and failure backstopping where governance mechanisms cannot operate as designed.

Stewardship:

- is not a Governing Body
- holds no policy-making, voting, or directive authority
- exists only to preserve procedural continuity and prevent deadlock or capture
- must not be occupied by any person currently serving on the Governing Body
- must not be occupied by the Founder, Founder Steward, or any executive staff

Stewardship authority is limited strictly to the functions explicitly enumerated in this document.

Mutability: Unchangeable

4.4 Steward's Office

The Steward's Office is the minimal administrative expression of Stewardship required to execute continuity functions explicitly granted by this document.

The Steward's Office:

- may act only where this document explicitly authorizes Stewardship intervention
- must act mechanically and without discretion
- must document all actions taken
- must dissolve automatically once the triggering condition is resolved

The Steward’s Office must not:

- issue policy
- influence governance decisions
- override votes
- persist beyond its authorized scope

For avoidance of doubt, the requirement that the Steward’s Office act mechanically and without discretion prohibits independent judgment, prioritization, or policy interpretation. This does not prohibit the minimal application of Bounded Discretion solely where explicitly required to execute a continuity function already authorized by this document, provided that such discretion is fully documented and remains strictly constrained to execution mechanics.

Mutability: Unchangeable

4.5 Stewardship Appointment, Term, and Vacancy

The Steward is appointed by Supermajority vote of the Governing Body (as defined in Section 4.6).

The Steward must satisfy all eligibility requirements for Stewardship defined in Section 4.3. Failure to meet any eligibility condition renders the appointment invalid. If an appointment is invalid under this subsection, any person may file an Eligibility Challenge Notice. Upon receipt, the Governing Body must (1) log the notice within twenty-four (24) hours, (2) determine eligibility within fourteen (14) days, and (3) record the determination and vote result. If ineligibility is confirmed, the Stewardship role is deemed vacant as of the determination timestamp, and any actions taken under Steward authority during the ineligible period must be reviewed under the Recorded Decision Pathway within thirty (30) days.

The Steward serves a fixed term of thirty-six (36) months. The Steward may be reappointed for one additional consecutive term by Supermajority vote.

The Steward may be removed for cause by Supermajority vote, subject to the same procedural safeguards applicable to Governing Body member removal under this document, including documented cause and a vote record.

Cause for removal includes:

- failure or refusal to execute an explicitly authorized backstop function
- action outside the scope of Stewardship authority
- Credible Impairment (as defined in Section 4.20) preventing reliable service

- concealment of a Material Financial Interest (as defined in Section 4.21)

If the Stewardship role is vacant at the time a backstop function is triggered:

- the Governing Body must appoint an interim Steward within fourteen (14) days by Supermajority vote,
- until such appointment, the backstop function is held in abeyance unless immediate action is required to prevent irreversible harm, in which case a majority of the Governing Body may designate a qualified person to execute only the specific triggered function, subject to full logging and review.

For purposes of this subsection, "irreversible harm" means harm that cannot be materially remedied within thirty (30) days by lawful expenditure, medical intervention, or operational correction.

If the Governing Body fails to appoint an interim Steward within fourteen (14) days due solely to inability to reach Supermajority, then on day fifteen (15) the Governing Body must either (1) appoint an interim Steward by simple majority for a maximum interim term of sixty (60) days, or (2) invoke the External Governance Arbiter mechanism, with the invocation logged and the reason stated.

Upon term expiration, the Stewardship role becomes vacant unless the Steward has been reappointed before the expiration timestamp, in which case the new term begins immediately upon expiration.

Mutability: Unchangeable

4.6 Supermajority

A Supermajority is an affirmative vote of not less than two-thirds (2/3) of all active voting seats of the Governing Body, rounded up to the next whole number where necessary.

Abstentions, absences, and vacancies do not reduce the number of votes required unless this document explicitly states otherwise.

Voluntary or precautionary recusals do not reduce the number of votes required.

4.6.1 Recusal-Adjusted Supermajority

Where one or more members are subject to a mandatory recusal, the Supermajority denominator is the number of non-recused active voting seats. The two-thirds (2/3) threshold, rounded up, applies to the adjusted denominator.

A recusal is mandatory when this document requires recusal due to a Material Financial Interest (as defined in Section 4.21), a Related-Party Transaction (as defined in Section 4.18), or any other provision that expressly prohibits a member's participation in discussion, influence, or vote on the matter at issue.

The adjusted denominator must constitute quorum (a majority of all active voting seats as defined in Section 4.8). If the number of non-recused active voting seats falls below quorum, the matter must be referred to an External Governance Arbiter (as defined in Section 4.15) for binding determination on the specific matter referred, subject to the following constraints:

- the Arbiter must issue written findings applying the same substantive standards that would govern a Governing Body vote,
- the Arbiter’s determination is limited to the specific matter referred and creates no precedent,
- the referral, findings, and determination must be logged as a Material Action with a Recorded Decision Pathway, and
- the Arbiter must not be selected by any recused member.

This subsection constitutes an explicit grant of scope to the External Governance Arbiter for purposes of Section 4.15 and does not expand Arbiter authority beyond the specific referred matter.

Mutability: Unchangeable

4.7 Extraordinary Process

An Extraordinary Process is a modification process that requires all of the following:

- a Supermajority vote of the Governing Body;
- advance written notice of the proposed modification, delivered to the Governing Body Chair and all active voting members;
- explicit identification of the clauses affected and their current mutability classification;
- a recorded justification stating why use of an Extraordinary Process is required to protect mission, safety, dignity, or stewardship constraints under this document.

An Extraordinary Process must not be completed through emergency authority, delegation, administrative action, or procedural shortcut.

Mutability: Unchangeable

4.8 Active Voting Seats

Active Voting Seats are Governing Body seats that are currently filled by members whose terms are valid and not suspended or disqualified due to removal, resignation, Credible Impairment determination, classification-related suspension, or expiration of term.

Vacant seats, expired terms, and seats subject to formal suspension or disqualification do not constitute Active Voting Seats for purposes of quorum, Supermajority calculations, or voting thresholds unless this document explicitly states otherwise.

Mutability: Unchangeable

4.9 Properly Requested Meeting

A Properly Requested Meeting is a Governing Body meeting requested in accordance with all of the following conditions:

- the request is made in writing

- the request specifies the matters to be addressed
- the request is delivered to the Governing Body Chair and all voting members
- the request is supported by not less than one-third (1/3) of all active voting members
- the requested meeting date is not less than seven (7) days and not more than thirty (30) days from the date of request

Failure by the Governing Body Chair to convene a Properly Requested Meeting within the requested window constitutes refusal for purposes of any procedural backstop in this document.

Mutability: Unchangeable

4.10 Materially Affects

A decision materially affects a person, asset, domain, or obligation if it meets one or more of the following conditions:

- creates, modifies, or terminates a right, duty, protection, or restriction
- alters safety conditions, welfare outcomes, or dignity protections
- commits, transfers, encumbers, or risks organizational assets or land
- establishes precedent that would reasonably influence future decisions of a similar type
- changes governance structure, authority allocation, or review thresholds

A decision must be treated as materially affecting if reasonable disagreement exists as to its impact, provided that the disagreement is grounded in plausible, non-speculative effects within a reasonable operational time horizon based on facts known or reasonably available at the time. Abstract, hypothetical, or purely downstream disagreement does not, by itself, render an action materially affecting.

Mutability: Unchangeable

4.11 Material Action

A Material Action is any action, decision, omission, authorization, or override that materially affects (as defined in Section 4.10) any person, asset, domain, obligation, safety condition, welfare outcome, dignity protection, or governance mechanism.

A Material Action includes:

- any decision that requires a recorded vote under this document
- any invocation of emergency authority
- any override of a policy, procedure, safeguard, or default restriction
- any action that establishes precedent that would reasonably influence future decisions of a similar type

- routine actions that are reversible, role-scoped, and logged do not become Material Actions solely due to hypothetical precedent concerns or abstract downstream disagreement.

If reasonable disagreement exists, as qualified under Section 4.10, as to whether an action is material, it must be treated as a Material Action.

Mutability: Unchangeable

4.12 Recorded Decision Pathway

A Recorded Decision Pathway is the minimum complete written record that shows how and why a Material Action (as defined in Section 4.11) was authorized and executed.

A Recorded Decision Pathway must include all of the following:

- a unique identifier for the action record
- the actor or body that authorized the action
- the date and time of authorization
- the triggering conditions and the specific decision being made
- the scope of impact, including what is affected and what is not affected
- the authority basis, including the specific section(s) of this document or operational manual procedure relied upon
- any required vote record, quorum status, recusals, and abstentions where applicable
- the logging location and the person responsible for completing any follow-on documentation

If any required element is missing, the Recorded Decision Pathway is invalid.

For emergency actions, a Recorded Decision Pathway exists upon creation of a compliant emergency log stub containing, at minimum:

- the unique identifier
- the actor invoking emergency authority
- the triggering conditions
- the scope and emergency procedure invoked

All missing elements must be completed within the time limits required by the applicable operational manual emergency procedure.

Mutability: Unchangeable

4.13 Bounded Discretion

Bounded Discretion is the minimum unavoidable judgment exercised to apply a rule whose trigger or scope cannot be executed mechanically.

Bounded Discretion is permitted only if:

- the triggering standard cannot be applied using objective criteria alone,
- the actor documents the basis for the judgment contemporaneously,
- the judgment is limited to the narrowest scope consistent with preventing harm or meeting the duty, and
- the action remains fully subject to logging, review, and classification requirements under this document.

Bounded Discretion must not be used to:

- expand authority beyond what is explicitly granted,
- bypass required votes, recusals, or quorum safeguards,
- create precedent beyond the specific facts documented in the record.

Mutability: Unchangeable

4.14 Routine, Reversible, and Role-Scoped

For purposes of this document and the Operational Manuals:

- **Routine** means an action that is customary for the role, low-complexity, and does not create or modify rights, restrictions, or governance allocations.
- **Reversible** means the action can be undone or returned to the prior baseline without requiring governance approval, without material cost, and without creating ongoing obligations or irreversible reliance.
- **Role-Scoped** means the action falls within a written role description, role charter, or operational delegation record that is maintained and reviewable.

Mutability: Unchangeable

4.15 External Governance Arbiter

An External Governance Arbiter is an independent individual or body retained solely to provide neutral adjudication, review, or approval functions expressly required by this document.

An External Governance Arbiter must satisfy all of the following conditions:

- is not a current or former member of the Governing Body
- is not the Founder, Founder Steward, or any executive or employee of the organization
- has no material financial, familial, or supervisory relationship with any governed party
- has not provided paid services to the organization within the preceding twenty-four (24) months, except for prior arbiter service

- has no contingent compensation tied to outcomes
- is selected through a documented process designed to preserve independence

An External Governance Arbiter:

- holds no governing authority
- may not issue policy
- may act only within the scope explicitly granted by this document
- must issue written findings when required

Failure to meet any eligibility condition renders the Arbiter appointment invalid.

Mutability: Unchangeable

4.16 Controlled Subsidiary

A Controlled Subsidiary is any legal entity in which New Doggerland directly or indirectly:

- owns more than fifty percent (50%) of equity, membership interests, or voting control rights, or
- has contractual power to appoint a majority of governing managers, directors, or equivalent controlling decision-makers, or
- has effective control over budget approval, profit distribution decisions, or liquidation decisions.

For avoidance of doubt, a for-profit entity may be a Controlled Subsidiary.

Mutability: Unchangeable

4.17 Subsidiary Governance Charter

A Subsidiary Governance Charter is a written instrument adopted by the Governing Body that defines the subsidiary's:

- purpose and permitted activity scope,
- governance structure and appointment method,
- oversight and reporting obligations to New Doggerland,
- conflict-of-interest and related-party transaction rules,
- profit distribution and reserve policy,
- shutdown, divestment, or dissolution triggers and process.

A Subsidiary Governance Charter is subordinate to this Consolidated Governance Document pursuant to Section 2.

Mutability: Unchangeable

4.18 Related-Party Transaction

A Related-Party Transaction is any transaction, contract, lease, service agreement, loan, transfer, or in-kind arrangement between:

- New Doggerland and a Controlled Subsidiary,
- two or more Controlled Subsidiaries,
- New Doggerland or a Controlled Subsidiary and the Founder, Founder Steward, any Governing Body member, any executive staff, or any member of their households,
- New Doggerland or a Controlled Subsidiary and any entity in which any of the above persons holds a Material Financial Interest (as defined in Section 4.21).

Mutability: Unchangeable

4.19 Independent Supervisor Layer

An Independent Supervisor Layer is a bona fide supervisory role that satisfies all of the following conditions:

- the supervisor is not a member of the Governing Body
- the supervisor is not the Founder or Founder Steward
- the supervisor does not report to the supervised person
- the supervisor has documented authority to evaluate performance, enforce standards, and recommend discipline or termination
- the supervisor's compensation, role security, and evaluation are not controlled by the supervised person

A nominal, ceremonial, or conflicted supervisory arrangement does not constitute an Independent Supervisor Layer.

Mutability: Unchangeable

4.20 Credible Impairment

Credible Impairment is a demonstrable condition that materially prevents a person from reliably performing the essential duties of their role.

A finding of Credible Impairment requires documented evidence of one or more of the following:

- persistent inability to participate meaningfully in required duties
- sustained cognitive, physical, or psychological limitation affecting judgment, reliability, or capacity
- medically documented incapacity relevant to role performance
- repeated failure to meet role obligations despite reasonable accommodation

Credible Impairment must not be based solely on:

- disagreement, dissent, or unpopular positions
- age, disability status, or protected characteristics
- temporary illness, stress, or isolated incidents
- uncorroborated allegations or subjective impressions

Any determination of Credible Impairment must be documented, reviewable, and subject to the same procedural safeguards applicable to removal for cause.

Mutability: Unchangeable

4.21 Material Financial Interest

A Material Financial Interest exists when a person has any direct or indirect financial stake that could reasonably influence, or be perceived to influence, their judgment, independence, or conduct with respect to the organization.

A Material Financial Interest includes, but is not limited to:

- ownership, equity, profit-sharing, or revenue participation in a vendor, contractor, partner, or counterparty
- receipt of compensation, consulting fees, retainers, commissions, or success-based payments
- outstanding loans, guarantees, or financial obligations involving the organization
- expectation of future compensation or benefit contingent on organizational action
- financial interests held by a spouse, domestic partner, or household member that would reasonably affect independence

A financial interest is material regardless of:

- size or percentage if the interest is non-trivial to the holder
- whether compensation is labeled informal, deferred, conditional, or non-cash
- whether the interest is routed through an intermediary entity

A financial interest is not material solely because of:

- compensation received as an employee under standard employment terms
- reimbursement for documented expenses
- de minimis gifts disclosed and approved under policy

Any reasonable doubt as to materiality must be resolved in favor of classification as material.

Mutability: Unchangeable

4.22 Independently Valued Housing Benefit

An Independently Valued Housing Benefit is a non-transferable, non-owning residential use right provided solely for organizational continuity, security, or operational necessity.

Such a benefit:

- must be supported by a documented business-necessity rationale
- must be independently valued at fair market rental value by a qualified, disinterested assessor
- must be reviewed periodically as required by this document
- must be disclosed internally and in donor-facing transparency materials
- must be evaluated and reported consistently with applicable tax, disclosure, and reporting requirements, including inclusion in total compensation analysis where required

Failure to meet these requirements converts the benefit into a Material Financial Interest.

Mutability: Unchangeable

4.23 Independently Verifiable Compensation Data

Independently Verifiable Compensation Data is compensation information sourced from entities or datasets that are external to the organization, methodologically transparent, and reasonably resistant to manipulation.

Independently Verifiable Compensation Data must satisfy all of the following:

- originate from a source not controlled by the organization or the compensated individual
- disclose methodology or sampling basis sufficient to assess reliability
- be current within a reasonable time horizon relative to the compensation decision
- be accessible for review, audit, or replication

Acceptable sources include, but are not limited to:

- nationally or regionally recognized compensation surveys
- government labor statistics or public labor databases
- reputable industry compensation benchmarks
- independently conducted third-party studies

Unacceptable sources include:

- internally generated surveys or estimates
- anecdotal reports or recruiter representations without supporting data
- non-transparent web aggregators lacking methodological disclosure

- sources with a direct financial interest in the compensation outcome

Where multiple credible sources diverge, the Governing Body must document the rationale for selecting the benchmark used.

Any reasonable doubt as to independence or verifiability must be resolved against use of the data.

Mutability: Unchangeable

4.24 Upper End of Prevailing Market Norms

The Upper End of Prevailing Market Norms means compensation at or above the seventy-fifth (75th) percentile of independently verifiable market compensation for comparable roles, responsibilities, experience, and geographic context.

Determination must:

- use Independently Verifiable Compensation Data (as defined in Section 4.23)
- rely on multiple reputable sources where available
- default to the higher benchmark where credible sources diverge

If percentile data is unavailable for a role, the Governing Body must document a conservative proxy methodology designed to approximate the seventy-fifth (75th) percentile and must disclose the limitation.

Any reasonable doubt as to percentile placement must be resolved upward.

Mutability: Unchangeable

4.25 Compensation Philosophy Framework

A Compensation Philosophy Framework is a documented, role-tiered approach to compensation that establishes target ranges, benchmarking methods, and adjustment criteria consistent with organizational sustainability, dignity protections, and non-extractive principles.

The framework must:

- define role categories with comparable responsibility and risk profiles
- specify target compensation ranges for each category using independent benchmarks
- identify conditions under which compensation may be set above or below target
- preserve the Dignity Floor under all circumstances
- prohibit retaliation, coercion, or mission-based underpayment
- be documented and reviewable

Failure to maintain or follow an approved Compensation Philosophy Framework constitutes a governance failure requiring remediation.

Mutability: Unchangeable

4.26 Dignity Floor

The Dignity Floor is the minimum compensation level below which no participating individual may be reduced under any hardship, emergency, or continuity mechanism.

The Dignity Floor must be sufficient to meet basic living needs for the applicable role holder and must be determined using objective, externally verifiable criteria.

At a minimum, the Dignity Floor must account for:

- housing costs at modest, non-luxury levels within the relevant geographic area
- food sufficient for nutritional adequacy
- basic utilities and communications
- healthcare access or insurance continuity
- transportation necessary to perform required duties

The Dignity Floor must be calculated using:

- publicly available cost-of-living data
- government poverty, subsistence, or living-wage benchmarks
- regional housing and expense indices

The Dignity Floor must not:

- rely on individual frugality, sacrifice, or mission alignment
- assume unpaid labor, deferred compensation, or future make-whole promises
- be set below any legally mandated minimums

Where multiple benchmarks exist, the highest applicable benchmark must be used unless the Governing Body documents a clear, non-extractive justification for an alternative.

The Dignity Floor determination must be documented, reviewable, and disclosed to affected persons prior to any compensation reduction.

Any reasonable doubt as to adequacy must be resolved in favor of the individual.

Mutability: Unchangeable

5 Mission Statement

5.1 Status and Authority

This Mission Statement is non-binding. It exists to clarify intent and orientation. It does not grant authority, create obligations, or supersede any provision of this Consolidated Governance Document or any governing document derived from it. In the event of any conflict, this Mission Statement is subordinate to this Consolidated Governance Document and to the governing hierarchy stated

in Section 2. The Unchangeable designation in the Mission subsection below applies solely to the substantive mission text; it does not alter the non-binding status of this section.

Mutability: Revisable

5.2 Mission

New Doggerland exists to restore and protect the dignity of dogs and people through long-term stewardship, direct care, and community access to safe, diverse environments for coexistence, where such access is consistent with animal welfare and dignity constraints. All New Doggerland operations exist to support and sustain animal rescue, sanctuary, and adoption, and may not operate independently of that purpose. The organization proceeds with restraint, prioritizing animal and human dignity over growth, efficiency, popularity, or scale, and accepting limits on expansion, cost, or scope when required to uphold that standard. New Doggerland advances incrementally, adding features and services only as ethical capacity and funding allow, and refusing activities or funding that would compromise its mission or shift its intentions. It is structured to endure rather than to scale, to remain accountable to the future, and to continue providing care and service even under constraint.

Mutability: Unchangeable

6 Governance Bodies

6.1 Governing Authority

The Governing Body holds ultimate authority over organizational decisions, subject to the constraints of this document and applicable law. No individual may exercise unilateral control over governance outcomes.

Mutability: Revisable

6.2 Controlled Subsidiary Creation Authority

Creation, acquisition, or assumption of control of any Controlled Subsidiary (as defined in Section 4.16) constitutes a Material Action under Section 4.11 and requires a Recorded Decision Pathway under Section 4.12.

No Controlled Subsidiary may be created, acquired, or controlled unless:

- the Governing Body approves the action by Supermajority vote as defined in Section 4.6,
- a Subsidiary Governance Charter (as defined in Section 4.17) is adopted prior to execution of any controlling instrument, and
- the Charter explicitly states the subsidiary's permitted scope and the prohibition on the subsidiary creating new authority for New Doggerland beyond this document.

Mutability: Unchangeable

6.3 Subsidiary Oversight and Operational Independence

The Governing Body retains ultimate oversight responsibility for all Controlled Subsidiaries. Such oversight is limited to:

- approval of the Subsidiary Governance Charter and any amendments,
- approval of annual subsidiary budgets and capital commitments above Charter-defined thresholds,
- appointment or removal of subsidiary managers or directors only as permitted by the Charter,
- review of quarterly reports required by Section 6.5 and Section 6.7,
- enforcement actions and shutdown/divestment actions under Section 6.6.

Except for the oversight functions explicitly enumerated in this subsection and in the applicable Subsidiary Governance Charter, the Governing Body must not direct day-to-day subsidiary operations.

No subsidiary governance instrument, policy, or practice may be treated as creating authority over New Doggerland beyond the governing hierarchy in Section 2.

Mutability: Unchangeable

6.4 Subsidiary Conflicts and Related-Party Transactions

All Related-Party Transactions (as defined in Section 4.18) constitute Material Actions under Section 4.11 and require a Recorded Decision Pathway under Section 4.12.

No Related-Party Transaction may be approved unless:

- all persons with a Material Financial Interest (as defined in Section 4.21) are fully disclosed and fully recused from discussion, influence, and vote,
- the transaction is documented as fair, non-extractive, and at or better than market terms to New Doggerland or the affected subsidiary,
- the Governing Body records the basis for fairness contemporaneously in the Recorded Decision Pathway.

A Subsidiary Governance Charter must include a mechanical conflict screening workflow and must prohibit informal or undocumented arrangements between New Doggerland and any Controlled Subsidiary.

Mutability: Unchangeable

6.5 Subsidiary Profit Distribution and Reserve Policy

Each Controlled Subsidiary must operate under a documented profit distribution and reserve policy contained in its Subsidiary Governance Charter.

The default permitted direction of value transfer is from subsidiary to New Doggerland. Transfers from New Doggerland to any Controlled Subsidiary are prohibited unless:

- structured as a written, market-rate loan or documented capital contribution,
- approved as a Material Action by Supermajority vote under Section 4.6,
- documented with a Recorded Decision Pathway under Section 4.12,
- and demonstrated to be necessary to preserve mission-aligned continuity without creating dependency or extraction risk.

Subsidiary distributions to New Doggerland must not be represented as donor-directed unless legally restricted and recorded as such. Subsidiary profits must not be relied upon to justify reduction of any Dignity Floor obligations under Section 4.26 or to subsidize extractive labor practices.

Mutability: Unchangeable

6.6 Subsidiary Shutdown, Divestment, or Dissolution Authority

Shutdown, divestment, dissolution, or loss of control of any Controlled Subsidiary constitutes a Material Action under Section 4.11 and requires a Recorded Decision Pathway under Section 4.12.

The Governing Body may authorize shutdown or divestment by Supermajority vote under Section 4.6 if any of the following conditions are met:

- the subsidiary materially undermines the Mission Lock in Section 1,
- the subsidiary creates material welfare, dignity, safety, or stewardship risk as defined in Section 4.10,
- the subsidiary requires ongoing subsidy from New Doggerland in violation of Section 6.5,
- the subsidiary presents credible compliance risk that cannot be mitigated through narrower controls.

A Subsidiary Governance Charter must include a mechanical shutdown and wind-down procedure that prioritizes legal compliance, staff dignity protections, and prevention of harm to animals and persons.

Mutability: Unchangeable

6.7 Mission Protection Under Subsidiary Dominance

If any Controlled Subsidiary becomes operationally dominant such that reasonable risk exists of mission inversion or governance capture, the Governing Body must initiate a mandatory dominance review as a Material Action under Section 4.11.

For purposes of this subsection, operational dominance exists if one or more of the following conditions holds for two consecutive quarterly reporting periods:

- the subsidiary accounts for a majority of consolidated gross revenue,
- the subsidiary accounts for a majority of consolidated payroll or headcount,

- the subsidiary’s contractual obligations or liabilities would materially constrain New Doggerland’s ability to comply with the Mission Lock in Section 1.

The dominance review must:

- document capture risks and mission inversion risks,
- identify controls to preserve mission integrity, including but not limited to tighter Charter constraints, governance separation, reserve rules, or divestment planning,
- and be recorded as a Recorded Decision Pathway under Section 4.12.

Failure to initiate or record a required dominance review constitutes a governance process failure requiring remediation under Section 18.

Mutability: Unchangeable

6.8 Founder Strategic Articulation

The Founder (as defined in Section 4.1) and the Founder Steward (as defined in Section 6.11) may issue written Strategic Articulations describing evolving structure, priorities, or implementation pathways consistent with the mission.

Any Strategic Articulation:

- carries no binding authority,
- must be formally reviewed by the Governing Body,
- must be placed on the agenda of the next regular Governing Body meeting, and
- must have its consideration recorded in the meeting record.

Mutability: Unchangeable

6.9 Governing Body Composition, Selection, and Removal

6.9.1 Composition

The Governing Body must consist of an odd number of voting members. The Governing Body must have no fewer than five (5) and no more than eleven (11) voting members.

Any increase in the maximum number of voting seats beyond eleven (11) requires an Extraordinary Process (as defined in Section 4.7).

Mutability: Revisable

6.9.2 Eligibility and Disqualification

A person may serve on the Governing Body only if they can act independently and disclose conflicts.

A person may serve on the Governing Body only if they demonstrate a sustained, good-faith commitment to animal welfare, human welfare, or responsible animal stewardship, as evaluated through the organization’s formal Board vetting process.

Governing Body membership is conditional on continued compliance with this requirement. Discovery of disqualifying conduct triggers mandatory review and removal in accordance with Governing Body removal procedures.

A person must not serve on the Governing Body if they:

- are the Founder (as defined in Section 4.1)
- are the Founder's spouse
- are a member of the Founder's household
- are a current employee whose role reports directly to the Governing Body without an Independent Supervisor Layer (as defined in Section 4.19)
- have a Material Financial Interest (as defined in Section 4.21) in vendors, partners, or contracts with the organization
- have ever been convicted of, or are subject to a substantiated judicial or regulatory finding for, animal cruelty, animal abuse, animal neglect, or cruelty toward humans

Mutability: Unchangeable

6.9.3 Selection and Replacement

The Governing Body must fill vacancies by vote.

The Governing Body must not appoint a replacement without documenting:

- the selection method used
- the candidate's disclosed conflicts
- the reason the candidate satisfies independence requirements

Mutability: Revisable

6.9.4 Terms and Term Limits

Governing Body members serve fixed terms of 24 months.

A Governing Body member must not serve more than two consecutive terms.

Mutability: Unchangeable

6.9.5 Staggering Requirement

Terms must be staggered so that no more than a simple majority of seats expire within any 90-day period.

Mutability: Unchangeable

6.9.6 Community Representation Seat

The Governing Body must include one designated Community Representation Seat, to be filled by a person who has retired or stepped down from a leadership role in a public-serving institution within the municipality or immediate surrounding area of the organization's primary land holding.

Eligible roles include, but are not limited to, municipal government, emergency services, public education, public health, public library services, or civic infrastructure leadership. The enumeration of eligible roles is illustrative and does not limit eligibility to the specific titles listed.

The Community Representation Seat must remain vacant until the organization has identified and assumed stewardship responsibility for its primary land holding. Within twelve (12) months of that milestone, the Governing Body must fill the seat through a documented selection process that includes at minimum one community-facing consultation step prior to appointment.

Failure to fill the Community Representation Seat within the required window constitutes a governance process failure requiring remediation under Section 18.

The person appointed to the Community Representation Seat must satisfy all of the following conditions at the time of appointment:

- has retired or formally stepped down from the qualifying public-serving role
- demonstrates long-term rootedness in the relevant community, as defined in the applicable Operational Manual
- has no Material Financial Interest (as defined in Section 4.21) in land, development, or services adjacent to the organization's primary land holding
- satisfies all general Governing Body eligibility requirements under this document

The specific threshold for long-term community rootedness must be defined in the applicable Operational Manual prior to any appointment to this seat. The threshold must reflect the particular character and tenure norms of the relevant community and must not be set below a standard that would reasonably constitute genuine local rootedness.

The Community Representation Seat is subject to the same term limits, staggering requirements, removal procedures, and voting rights as all other Governing Body seats.

No person may occupy the Community Representation Seat solely by virtue of currently holding a public office or elected position.

Mutability: Revisable only by Extraordinary Process

6.9.7 Periodic External Composition Review

No less frequently than once every five (5) years, the Governing Body must commission an independent composition review conducted by a reviewer who satisfies the eligibility requirements for an External Governance Arbiter (as defined in Section 4.15).

The review must assess:

- the professional, experiential, and perspective breadth of the current Governing Body,

- whether successive appointment cycles have produced material convergence in background, affiliation, or viewpoint, and
- whether the board selection process has operated in a manner consistent with the organization's long-term mission resilience.

The reviewer holds no appointment authority and may not direct or constrain Governing Body selection decisions.

The reviewer must issue written findings. The findings must be published to stakeholders.

The Governing Body must record a written response before completing the next appointment cycle following the review. The response must state acceptance, partial adoption, or documented rejection with stated reasoning for each finding.

Failure to commission or complete a required composition review constitutes a governance process failure requiring remediation under Section 18.

Mutability: Revisable only by Extraordinary Process

6.9.8 Removal

The Governing Body may remove a member for cause by Supermajority vote as defined in Section 4.6.

Cause includes:

- concealment of conflicts
- repeated nonattendance that prevents quorum
- retaliation
- misuse of authority
- Credible Impairment (as defined in Section 4.20) preventing reliable service

The Governing Body must document the cause and the vote record for any removal.

Mutability: Unchangeable

6.9.9 Quorum and Voting

Quorum requires a majority of all Active Voting Seats.

A decision that materially affects (as defined in Section 4.10) welfare, safety, dignity, assets, land, or dissolution requires a recorded vote and must not be made without quorum.

Mutability: Unchangeable

6.9.10 Vacancy Handling

If a vacancy causes loss of quorum, the Governing Body must prioritize restoring quorum before making irreversible decisions.

Mutability: Unchangeable

6.9.11 Meeting Format and Records

All Governing Body meetings must comply with the following format requirements:

- Real-time transcription must be provided for all meetings, whether in-person or remote.
- Remote participation is valid for quorum purposes. A member participating by synchronous audio or video link is present for all voting and procedural purposes.
- At least one Governing Body meeting per calendar year must be held in person on the land where New Doggerland operates.
- All meeting transcripts must be retained permanently and must not be destroyed, redacted, or summarized in lieu of the full record.

Mutability: Revisable

6.9.12 Advisory Intelligence System

It is the design intention of this organization that Governing Body meeting transcripts be provided to a machine-learning or artificial-intelligence advisory system for analysis.

Such a system:

- is advisory only and holds no voting power, authority, or governance standing,
- must not be treated as a member, officer, or decision-maker,
- may provide analysis, pattern recognition, and recommendations to the Governing Body,
- must not be the sole basis for any Material Action or governance decision.

The Governing Body retains sole authority over all decisions. No advisory output may override, replace, or circumvent governance processes defined in this document.

Mutability: Adaptive

6.10 Non-Voting Governing Body Chair (Procedural Steward Role)

6.10.1 Role Definition.

The Governing Body Chair is a procedural role that presides over Governing Body meetings and safeguards procedural integrity.

The Chair role:

- does not constitute an office, officer position, or governance seat
- confers no voting power, veto power, or unilateral authority
- exists solely to facilitate orderly process and continuity

Mutability: Revisable

6.10.2 Founder Chair Default (Non-Voting).

The Founder (as defined in Section 4.1) occupies the non-voting Governing Body Chair role unless the Founder declines the position in writing, subject only to removal as permitted under Section 6.10.11.

Mutability: Unchangeable

6.10.3 Voting Prohibition.

The Governing Body Chair must not vote on any Governing Body matter.

Mutability: Unchangeable

6.10.4 Quorum Exclusion.

The Governing Body Chair does not count toward quorum unless separately appointed as a voting member.

Mutability: Unchangeable

6.10.5 Member Status Separation.

The Governing Body Chair is not a voting member by virtue of holding the Chair role.

Mutability: Unchangeable

6.10.6 Authority Limitation.

The Governing Body Chair holds no unilateral authority over Governing Body decisions, appointments, removals, or votes.

Mutability: Unchangeable

6.10.7 Agenda Control Safeguard.

The Governing Body may amend the meeting agenda by majority vote at any time.

Mutability: Unchangeable

6.10.8 Chair Neutrality and Facilitation Constraints.

The Governing Body Chair must facilitate meetings in a procedurally neutral manner.

The Chair must:

- maintain a fair speaking order and reasonable time limits
- restate motions and vote questions verbatim or by reference to written text, without persuasive framing
- apply agenda sequencing consistently unless amended by the Governing Body
- ensure all required votes, recusals, and quorum status are recorded

The Chair must not:

- summarize or characterize debate in a manner that advocates for an outcome
- suppress agenda items properly requested under this document
- condition recognition, access to the floor, or scheduling on agreement, deference, or silence

Any voting member may require that a Chair neutrality concern be entered into the meeting record as a procedural note.

Mutability: Unchangeable

6.10.9 Meeting Convening Backstop.

If the Governing Body Chair fails or refuses to convene a regular meeting or a Properly Requested Meeting (as defined in Section 4.9), a simple majority of voting members may convene the meeting without the Chair.

Mutability: Unchangeable

6.10.10 Tie-Breaking Explicitly Barred.

The Governing Body Chair must not cast tie-breaking votes.

Mutability: Unchangeable

6.10.11 Chair Removal.

The Governing Body Chair may be removed only by the Governing Body as follows:

- Removal requires a Supermajority vote as defined in Section 4.6.
- Removal additionally requires written confirmation by a pre-approved External Governance Arbiter (as defined in Section 4.15) that:
 - the process used was procedurally fair,
 - the grounds are documented and non-pretexual, and
 - the removal is not retaliation for dissent, reporting, cooperation with review, or other protected conduct under this document.

Permissible grounds for Chair removal include:

- repeated failure or refusal to convene required meetings, including Properly Requested Meetings (as defined in Section 4.9)
- repeated procedural misconduct that materially impairs governance function
- Credible Impairment (as defined in Section 4.20) preventing reliable performance of Chair duties
- concealment of a Material Financial Interest (as defined in Section 4.21) relevant to Chair process
- obstruction of records, agendas, minutes, vote recording, or required logging

The Governing Body must document, at minimum:

- the specific grounds relied upon
- the vote record
- any recusals and conflicts
- the Arbiter's written confirmation

If the Chair is removed, the Governing Body must appoint an interim procedural Chair by majority vote from among non-disqualified persons who are not voting members, or may appoint a voting member solely to serve as interim procedural Chair without conferring additional authority beyond this Chair role.

Mutability: Unchangeable

6.11 Founder Steward Role

6.11.1 Definition

The Founder Steward is a post-operational stewardship state of the Founder role, analogous to a Founder Emeritus position.

The Founder Steward:

- represents a deliberate retreat from routine physical, managerial, or operational labor
- preserves the Founder's role as the long-horizon integrative mind of the organization
- serves as cultural, architectural, and systemic continuity anchor
- retains the non-voting Governing Body Chair role unless declined in writing or removed under Section 6.10.11

Mutability: Unchangeable

6.11.2 Advisory Function

The Founder Steward may issue non-binding guidance regarding architectural coherence, sequencing, and system integration.

Such guidance:

- carries no directive authority
- may be directed to the Governing Body or executive staff
- does not create obligations, expectations, or presumptions of adoption
- remains fully subject to override or disregard by the Governing Body

Mutability: Revisable

6.11.3 Aesthetic Stewardship and Directional Authority

New Doggerland establishes an Aesthetic Stewardship Domain governing visual, spatial, material, atmospheric, and experiential coherence across the estate.

The Founder Steward role holds the sole authority to issue aesthetic compatibility determinations within the Aesthetic Stewardship Domain while the role exists. This authority attaches to the role, not the individual.

Aesthetic compatibility determinations are non-binding unless adopted by the Governing Body through the applicable governance process.

Within the Aesthetic Stewardship Domain, the Founder Steward may determine whether proposed designs, constructions, environments, or presentations are aesthetically compatible with New Doggerland.

This authority applies to architectural language and materials; landscape treatment and environmental form; signage visual grammar and illumination style; uniforms and public-facing appearance; soundscape and ambient sensory design; and the experiential tone of guest-accessible spaces.

Aesthetic Stewardship authority must not control budgets; must not direct operations; must not manage personnel; must not override adopted policy; must not suspend safety, accessibility, labor, zoning, or regulatory compliance; and must not create binding obligations outside the Aesthetic Stewardship Domain.

Aesthetic Stewardship authority may not be delegated, subdivided, or exercised by committee. No other role may claim aesthetic authority by analogy or precedent.

If a conflict arises between Aesthetic Stewardship and safety requirements, accessibility requirements, legal or regulatory obligations, or human or animal dignity protections, the non-aesthetic requirement prevails automatically. No justification is required.

Mutability: Revisable only by Extraordinary Process

6.11.4 Directional Goal Stewardship

The Founder Steward may articulate directional goals describing what New Doggerland is becoming over time. Directional goals describe orientation, not execution.

Directional authority must not prescribe methods; must not mandate timelines; must not bind budgets; must not compel operational actions; and must not override Governing Body governance or fiduciary duty.

The Founder Steward may state that a proposal is directionally incompatible with New Doggerland. Such a statement does not block adoption, does not invalidate the proposal, and must be recorded alongside the decision if the proposal proceeds.

Mutability: Revisable only by Extraordinary Process

6.11.5 Advisory Continuity Protection

After step-down or role transition, the Founder Steward retains the right to offer non-binding advisory input on aesthetic and directional matters.

No person or body may restrict access, marginalize participation, penalize expression, or retaliate against the Founder Steward for offering advisory input within scope, except where required by law, required for immediate safety, or required by a final finding of Abuse under Section 18.4.

No successor, Governing Body, or officer is required to follow or justify rejection of advisory input. Advisory access does not create authority.

Mutability: Revisable only by Extraordinary Process

6.11.6 Anti-Precedent Safeguard

No clause in this document may be interpreted to expand aesthetic or directional authority beyond what is explicitly stated. Silence does not confer power.

No other role, committee, or office may be granted comparable discretionary authority unless explicitly created by amendment to this document.

Mutability: Unchangeable

6.11.7 Limitations

The Founder Steward role:

- Confers no ownership interest, equity interest, or financial entitlement
- Confers no unilateral decision-making authority
- Confers no veto power
- Confers no operational command authority
- May not override established governance processes

Mutability: Unchangeable

6.11.8 Succession

The Founder Steward role is singular.

If vacated by death or voluntary relinquishment, the role:

- does not automatically pass to any person
- may be ceremonially retired
- may be reconstituted only by explicit governance action consistent with non-control principles

Mutability: Unchangeable

7 Ethics, Prohibitions, and Values

7.1 Binding Prohibitions

No person or body may:

- Exploit organizational assets for private benefit
- Compromise human dignity
- Undermine animal welfare
- Conceal material information

7.2 Values and Principles

Values guide interpretation but do not independently create enforceable obligations unless explicitly labeled as binding. Failure to consider values must be documented during panel review if relevant.

Mutability:

- Prohibitions: Unchangeable
- Values: Revisable

7.3 Compensation and Fair Pay Constraints

7.3.1 Fair Compensation Framework

All employed persons must be compensated in accordance with an approved Compensation Philosophy Framework (as defined in Section 4.25).

The framework must:

- use Independently Verifiable Compensation Data (as defined in Section 4.23)
- establish role-based target ranges rather than a single universal percentile
- document the rationale for range placement for each role
- preserve internal equity across roles of comparable responsibility
- remain consistent with long-term organizational solvency

Compensation for any role must not fall below the Dignity Floor (as defined in Section 4.26).

Compensation may exceed the Upper End of Prevailing Market Norms only with documented justification. Compensation below the Upper End of Prevailing Market Norms requires documented, non-extractive rationale and must not rely on mission alignment, prestige, or implied sacrifice.

Any deviation from the applicable target range requires written justification and Governing Body review.

Mutability: Unchangeable

7.3.2 Internal Equity and Non-Retaliation

Compensation practices must preserve internal equity across roles of comparable responsibility and contribution.

Compensation must not be adjusted, withheld, or structured as:

- punishment
- coercion
- retaliation
- reward for silence or compliance

Any adverse compensation action linked to reporting, dissent, or cooperation with review processes constitutes presumptive Abuse under Section 18.4.

Mutability: Unchangeable

7.3.3 Founder Compensation Safeguard

The Governing Body must independently determine and document a fair market-aligned compensation recommendation for the Founder (as defined in Section 4.1) using the same standards applied to all other roles.

The Founder may voluntarily petition the Governing Body to accept compensation below the recommended level.

Such a petition:

- must be initiated solely by the Founder
- must be documented in writing
- must not result in increased authority, influence, or informal consideration
- may be withdrawn by the Founder at any time

The Governing Body must not pressure, incentivize, or expect the Founder to accept below-market compensation.

Mutability: Unchangeable

7.3.4 Prohibition on Compensation-Based Extraction

Compensation structures must not be used to:

- extract uncompensated labor
- mask underpayment through housing, perks, or informal benefits
- shift financial burden onto employees for stewardship reasons

Residence protections under Section 13 do not constitute compensation and must not be used to offset, justify, or reduce fair pay.

Mutability: Unchangeable

8 Enforcement Authority

Where enforcement authority is specified, that authority governs. Where unspecified, enforcement defaults to the Governing Body under the operational manuals and is subject to the Classification, Arbitration, and Accountability provisions (Section 18). No enforcement action may occur without a Recorded Decision Pathway (as defined in Section 4.12).

For emergency actions, a Recorded Decision Pathway exists upon creation of a compliant emergency log stub as defined in Section 4.12, even if full documentation is completed later.

Mutability: Revisable

9 Emergency Scope Registry

Emergency authority exists only as explicitly defined in this section and may be exercised solely within the categories enumerated below.

For avoidance of doubt, this section defines the exclusive categories and limits for emergency authority under this document.

The Emergency Scope Registry:

- defines the exclusive categories under which emergency authority may be invoked,
- specifies the permitted actions, forbidden actions, trigger standards, stop conditions, and expiration limits for each category,
- limits emergency authority to prevention of imminent harm only,
- does not confer governance authority, disciplinary authority, policy authority, or contracting authority.

No emergency action may be taken absent valid authority under a Registry category. Actions outside the Registry are unauthorized and prohibited under this document.

Each emergency invocation:

- must reference a valid Registry category code,
- must reference affected Registry objects using the controlled vocabulary defined in the Registry,
- must comply with the expiration and stop conditions of the applicable category,
- must be logged as a Material Action using an emergency log stub as defined in Section 4.12.

Emergency authority must not be used to:

- revoke access rights, evict, ban, or trespass any person,
- discipline staff or participants,
- modify policy, procedure, or governance rules,

- authorize contracts, partner commitments, or new financial obligations,
- perform any action irreversible without Governing Body approval.

Emergency authority does not create precedent and must not be cited as authorization for future actions.

Registry entries are immutable during any emergency. Registry entries may be added, removed, or modified only by prior Governing Body approval and must not be altered retroactively.

Operational Manuals may reference the Registry but must not expand, interpret, or narrow its scope.

9.1 Emergency Authority Sunset

All governance-approved emergency procedures and any Emergency Scope Registry entries adopted by Governance Schedule or Governing Body action automatically expire twenty-four (24) months after approval unless explicitly reaffirmed by the Governing Body.

For avoidance of doubt, the Emergency Scope Registry entries defined inline in this document (E-001 through E-090, inclusive) are Unchangeable constitutional provisions and are not subject to expiration under this subsection. This sunset applies to governance-approved extensions, additions, or procedural elaborations of emergency authority, not to the constitutional baseline.

Reaffirmation requires:

- a recorded governance vote
- confirmation that the authority remains necessary and narrowly scoped
- revalidation or re-entry in the Emergency Scope Registry

Reaffirmation of any provision adopted by Extraordinary Process must itself occur by Extraordinary Process.

If emergency authority expires due to non-reaffirmation, all actions must proceed only under ordinary role-scoped authority and applicable law. Any action taken to prevent imminent harm during such lapse must be logged as a Material Action and must be placed on the agenda of the next Governing Body meeting for review and reaffirmation decision.

Mutability: Unchangeable

9.2 Continuity Authority During Quorum Loss

If the Governing Body lacks quorum and such loss persists beyond seven (7) consecutive days, a temporary Continuity Authority is automatically activated for the sole purpose of preventing imminent harm, maintaining legal compliance, and preserving animal welfare.

Continuity Authority is exercised by the following persons, in order of priority:

1. the Executive Director (or equivalent senior executive), if one exists and is not subject to suspension, removal proceedings, or Credible Impairment;

2. the Steward (as defined in Section 4.5), if no eligible Executive Director exists;
3. in the absence of both, the remaining Governing Body members acting collectively by unanimous agreement of those present, solely for actions under this subsection.

For purposes of this subsection, "equivalent senior executive" means the highest-ranking paid staff role designated in writing by the Governing Body in advance and recorded in the governance record. "Removal proceedings" begin only upon issuance of a written Removal Notice logged under the Recorded Decision Pathway.

No person exercising Continuity Authority acquires governance authority, and all actions remain subject to the scope limitations and logging requirements of this subsection.

Continuity Authority:

- does not constitute governance authority
- does not permit Material Actions except as strictly necessary to prevent imminent harm or legal violation
- does not permit strategic decisions, compensation changes, asset disposition, land use changes, or policy modification
- exists solely until quorum is restored

Actions under Continuity Authority are limited to:

- actions required to comply with law, court order, or regulatory mandate
- actions required to maintain basic animal welfare, safety, utilities, insurance, and payroll continuity
- actions required to prevent irreversible harm caused solely by inaction

All actions taken under Continuity Authority:

- must be logged as Material Actions
- must include an explicit quorum-loss justification
- must be reversible where practicable
- must be reviewed by the Governing Body within thirty (30) days of quorum restoration

Continuity Authority automatically terminates upon restoration of quorum.

Any action exceeding the scope of this section constitutes prima facie evidence of Violation.

Continuity Authority must not be used to simulate, extend, substitute for, or delay invocation of the Constitutional Repair Protocol or any Interim Mitigation authorized thereunder. Actions taken under Continuity Authority must remain strictly limited to immediate harm prevention and must not be aggregated or sequenced to achieve effects that would otherwise require Repair or Mitigation authorization.

Mutability: Unchangeable

9.3 Registry Object Vocabulary

Emergency log stubs must reference affected objects using only the following controlled classes:

- PERSON.GUEST, PERSON.STAFF, PERSON.VOLUNTEER, PERSON.PARTICIPANT
- ANIMAL.DOG, ANIMAL.OTHER
- SPACE.BUILDING, SPACE.ROOM, SPACE.CORRIDOR, SPACE.TRAIL, SPACE.FIELD, SPACE.WATER_FEATURE, SPACE.PARKING
- ASSET.UTILITY.GAS, ASSET.UTILITY.ELECTRIC, ASSET.UTILITY.WATER, ASSET.UTILITY.HVAC
- ASSET.SAFETY.FIRE_EXT, ASSET.SAFETY.AED, ASSET.SAFETY.FIRST_AID, ASSET.SAFETY.BARRICADE_KIT, ASSET.SAFETY.SIGNAGE
- SYSTEM.ACCESS_CONTROL
- SYSTEM.LOGGING_PRIMARY, SYSTEM.LOGGING_OFFLINE

Free-text object references are invalid.

9.4 E-001 - Immediate Medical Emergency (Human)

Trigger Standard: Observable signs of life-threatening or urgent medical distress requiring immediate intervention.

Permitted Actions:

- Call emergency medical services.
- Deploy first-aid or AED equipment within training scope.
- Temporarily clear and control nearby space to preserve safety and dignity.

Forbidden Actions:

- Administration of medication beyond training.
- Restraint except to prevent immediate self-harm.
- Recording, photographing, or publicizing the event.

Stop Condition: Handoff to medical authority or stabilization with refusal of further care.

Maximum Expiration: Four (4) hours.

9.5 E-002 - Immediate Medical Emergency (Animal)

Trigger Standard: Animal in acute distress creating imminent risk to life or severe injury.

Permitted Actions:

- Remove immediate hazard.

- Relocate animal to nearest safe containment or treatment-ready area.
- Contact pre-approved emergency veterinary resources.

Forbidden Actions:

- Experimental treatment.
- Sedation or euthanasia.
- Irreversible medical decisions.

Stop Condition: Animal stabilized or transferred to qualified care.

Maximum Expiration: Four (4) hours.

9.6 E-010 - Fire, Smoke, or Explosion Risk

Trigger Standard: Visible smoke or flame, alarm activation with corroboration, or credible report of fire risk.

Permitted Actions:

- Activate alarms and contact fire services.
- Evacuate affected zones.
- Use fire extinguishers only if trained and safe.

Forbidden Actions:

- Re-entry without clearance.
- Disabling alarms.
- Improvised repairs.

Stop Condition: Fire authority clearance.

Maximum Expiration: Four (4) hours.

9.7 E-011 - Gas Leak or Suspected Gas

Trigger Standard: Odor of gas, detector alarm, or credible report.

Permitted Actions:

- Evacuate affected zones.
- Restrict access using barricades or signage.
- Contact utility emergency services and fire department.

Forbidden Actions:

- Ignition sources.
- Repairs or investigation beyond trained checklists.

Stop Condition: Utility or fire authority clearance.

Maximum Expiration: Four (4) hours.

9.8 E-020 - Structural or Environmental Hazard

Trigger Standard: Observable physical condition creating imminent injury risk.

Permitted Actions:

- Temporarily close the smallest necessary area.
- Post hazard signage and reroute traffic.

Forbidden Actions:

- Permanent closures.
- Construction or modification work.

Stop Condition: Hazard neutralized or area rendered safe.

Maximum Expiration: Four (4) hours.

9.9 E-030 - Violence Threat or Active Altercation

Trigger Standard: Credible threat of violence, active physical altercation, or weapon sighting.

Permitted Actions:

- Contact emergency services.
- Direct people to safe zones.
- Temporarily restrict space to create separation.

Forbidden Actions:

- Eviction, banning, or trespass decisions.
- Disciplinary actions.

Stop Condition: Law enforcement or security authority assumes control.

Maximum Expiration: Four (4) hours.

9.10 E-040 - Missing Child or Missing Dog

Trigger Standard: Report of missing child or dog with reasonable safety concern.

Permitted Actions:

- Initiate approved missing-person or missing-dog alert workflow.
- Temporarily control specific exit points without revocation of rights.

Forbidden Actions:

- Tracking of adults without opt-in.
- Public disclosure beyond approved fields.

Stop Condition: Reunion or escalation to external authorities.

Maximum Expiration: Four (4) hours.

9.11 E-050 - Utility Failure Threatening Welfare or Safety

Trigger Standard: Utility outage creating imminent risk to welfare or safety.

Permitted Actions:

- Relocate people or animals to safe zones.
- Activate pre-installed backup systems where trained.
- Contact emergency utility services.

Forbidden Actions:

- Authorizing paid emergency work beyond pre-approved agreements.
- Infrastructure modification.

Stop Condition: Utility restoration or stabilized safe alternative.

Maximum Expiration: Four (4) hours.

9.12 E-090 - Logging System Outage

Trigger Standard: Primary logging system unavailable at time of action.

Permitted Actions:

- Creation of offline, tamper-evident emergency log stubs.
- Secure storage of stubs pending transcription.

Forbidden Actions:

- Free-text-only stubs.
- Retroactive modification or deletion.

Stop Condition: Primary logging restored.

Maximum Expiration: Seventy-two (72) hours to complete transcription.

This Mutability designation applies to the Emergency Scope Registry provisions in this section, including all Registry entries and controlled vocabularies defined herein. Governance Schedule B (Emergency Scope Registry) declares its own mutability separately.

Mutability: Unchangeable

10 Operations and Manuals

Operational manuals:

- Must be written in IF / THEN / ELSE logic
- Are subordinate to this document
- May not create new powers or override prohibitions

Operational Manuals may define narrowly scoped emergency action procedures solely to prevent imminent harm, provided such procedures create no new authority, confer no discretion beyond necessity, and remain fully subject to logging, review, and classification requirements of this document.

Mutability: Adaptive

10.1 Uniform and Workwear Standard

New Doggerland staff and operational personnel shall wear uniforms based on the M-65 field jacket specification or equivalent, selected for the following design principles:

- Modular construction with removable liners to accommodate seasonal and task variation.
- Minimum design lifespan of ten (10) years of active field use.
- Visible, non-cosmetic repairs (patches, stitching, reinforcement) are permitted and encouraged as markers of seniority and service duration.
- Uniform design must prioritize durability, repairability, and function over appearance or brand.

Uniforms are organizational property and must not be personalized in ways that obscure their institutional function or create informal hierarchy beyond visible repair history.

Mutability: Adaptive

11 Assets, Land, and Dissolution

11.1 Asset Stewardship

Assets are held exclusively for charitable purposes. No asset may be distributed for private gain.

11.2 Land Use

Land use does not imply ownership. No land arrangement may enable extraction or speculative benefit.

11.3 Integrated Pest and Tick Management

The organization must design and maintain integrated pest and tick management infrastructure as a standard component of land stewardship. This is not discretionary maintenance but designed infrastructure, equivalent in priority to fencing, water systems, or shelter.

Required infrastructure elements include, where ecologically appropriate:

- dragonfly habitat (constructed ponds, wetland margins) for mosquito and fly suppression,
- hunting wires (raptor perches) positioned to encourage natural predation,
- bat boxes for nocturnal insect control,
- guinea fowl or equivalent tick-consuming species maintained as working animals,
- bait boxes integrated into wall base courses and structural foundations,
- beneficial nematode application programs for soil-dwelling pest larvae.

Pest management infrastructure must be maintained and reviewed as part of routine land stewardship. Failure to maintain these systems is a maintenance failure, not an optional deferral.

Mutability: Adaptive

11.4 Land Reversion and Restoration

Upon recognized institutional failure, including but not limited to dissolution, sustained inability to fulfill stewardship obligations, or abandonment of mission, the following obligations activate:

1. The organization must voluntarily return all land to its owners or lessors in a clean and unencumbered condition, free of liens, waste, contamination, and structural hazards not present at the time of original acquisition or lease.
2. All remaining organizational resources, after satisfaction of legal obligations and creditor claims, must be directed toward restoring the land to the condition desired by the landowner or lessor family, to the extent practicable.

This clause exists as a protection for landowner families who entrust their property to the organization. It is not a penalty but a commitment that the institution will leave no burden behind.

This obligation must be mirrored in any land lease, license, or use agreement entered into by the organization. No land arrangement may be executed without incorporating reversion and restoration terms substantially equivalent to this provision.

Mutability: Unchangeable

11.5 Dissolution

Assets must transfer to a qualified charitable entity with aligned purposes.

Mutability: Unchangeable

12 Transparency and Overrides

12.1 Material Actions

All Material Actions (as defined in Section 4.11) must be:

- Logged
- Attributable
- Reviewable

Overrides require documented justification and retrospective review.

Mutability: Revisable

12.2 Materiality Challenge Protocol

If reasonable disagreement exists as to whether an action is a Material Action, any voting member or affected party may file a Materiality Challenge in writing.

Upon a Materiality Challenge:

- the action must be treated as a Material Action unless and until resolved,
- the Governing Body (or a designated subcommittee if authorized by Operational Manuals) must issue a written determination within seventy-two (72) hours,
- the determination must be logged and must cite the specific criteria in Section 4.10 and Section 4.11.

Failure to issue a timely determination constitutes a governance process failure and automatically triggers Classification Panel review for procedural remediation only.

Mutability: Unchangeable

12.3 Temporary Collective Hardship Covenant

This Covenant exists solely to permit temporary organizational survival during severe, documented financial distress without transferring that distress onto specific individuals through coercion or exploitation.

Invocation of this Covenant is permitted only if all of the following conditions are met:

- the Governing Body determines, based on documented financial evidence, that continued operation under standard compensation obligations would result in imminent insolvency or forced closure
- all reasonable non-extractive alternatives have been evaluated and documented
- the Covenant is approved by a Supermajority vote as defined in Section 4.6
- the scope, duration, and financial rationale are fully disclosed to all affected persons

When invoked, the Covenant operates under the following constraints:

- participation is voluntary for each employed person
- no person may be compelled, pressured, or incentivized to accept reduced compensation
- refusal to participate must not result in retaliation, termination, role degradation, or adverse treatment
- any reduction applies symmetrically across participating roles, including leadership and the Founder
- no compensation may fall below the Dignity Floor (as defined in Section 4.26)
- the Covenant automatically expires after a fixed duration not exceeding ninety days unless explicitly reaffirmed

The Covenant must not be used to:

- permanently alter compensation norms
- reset market benchmarks downward
- extract unpaid labor
- replace fair compensation obligations

Any misuse, misrepresentation, coercion, or selective application of this Covenant constitutes prima facie evidence of Abuse under Section 18.4.

Mutability: Unchangeable

13 Protected Residential Continuity

13.1 Founder Continuity Residence

The organization may provide a non-transferable on-site residence to the Founder (as defined in Section 4.1) solely to preserve organizational continuity, security, and long-horizon stewardship.

This residence:

- confers no ownership interest

- confers no equity, inheritance, or succession right
- is not transferable
- must qualify as an Independently Valued Housing Benefit (as defined in Section 4.22)

Provision of this residence requires:

- an independent fair-market rental valuation
- a documented business-necessity rationale adopted by the Governing Body
- conflict-of-interest review with the Founder fully recused
- internal disclosure to staff
- donor-facing disclosure at a level sufficient to avoid misrepresentation

13.2 Master Waller Continuity Residence

The organization may provide a non-transferable on-site residence to the Master Waller (as defined in Section 4.2) solely to preserve construction continuity, accumulated site knowledge, and the long-horizon integrity of the wall and boundary infrastructure program.

This residence:

- confers no ownership interest
- confers no equity, inheritance, or succession right
- is not transferable
- must qualify as an Independently Valued Housing Benefit (as defined in Section 4.22)

Provision of this residence requires:

- an independent fair-market rental valuation
- a documented business-necessity rationale adopted by the Governing Body, citing the twenty to twenty-five year construction timeline and the irreplaceability of accumulated site knowledge
- conflict-of-interest review with the Master Waller fully recused
- internal disclosure to staff
- donor-facing disclosure at a level sufficient to avoid misrepresentation

13.3 Periodic Review

All residences provided under this section must be reviewed no less frequently than once every five (5) years to confirm that:

- the business-necessity rationale remains valid for each named role

- the valuation remains current
- no private benefit has accrued beyond what is permitted

Failure to complete or document a required review automatically suspends the protection for the affected role until cured.

13.4 Survivor Occupancy Transition

Upon the death of a person holding a named role under this section, a surviving spouse may continue occupying the residence for life, subject to the constraints below, and must not be displaced solely due to the death of the role holder.

Such continued occupancy:

- is a residency protection only and conveys no ownership, governance authority, income, or transferability,
- must not materially interfere with operations or safety,
- must not violate binding prohibitions under this document or applicable law,
- must preserve dignity and housing stability for the surviving spouse.

The Governing Body may impose reasonable, documented conditions solely to preserve safety, operational continuity, or legal compliance, but must not impose time limits, coercive terms, or displacement absent such necessity.

13.5 Service-Based Occupancy

A person raised in the household of a named role holder under this section may occupy the residence only while holding a full-time, bona fide working position with the organization under standard employment terms.

This occupancy:

- terminates automatically upon cessation of full-time service
- confers no ownership or succession right
- is subject to the same performance and conduct standards as any other employee

13.6 Named Role List and Anti-Expansion Rule

The named roles entitled to Protected Residential Continuity under this section are limited to:

1. the Founder (as defined in Section 4.1), and
2. the Master Waller (as defined in Section 4.2).

This list is closed. No additional named roles may be created under this section except by Extraordinary Process (as defined in Section 4.7).

The Survivor Occupancy Transition and Service-Based Occupancy subsections above are explicit carve-outs from the anti-extension rule below. No residential right under this section:

- may be extended to persons not holding a named role listed above, except as explicitly set forth in those carve-out subsections
- may be generalized beyond its documented necessity
- may be used as precedent for housing arrangements outside this section

13.7 Abuse Disqualification

Any final finding of Abuse under Section 18.4 immediately terminates all protections under this section for the offending individual, regardless of which named role that individual holds.

Mutability: Unchangeable

14 Amendment and Mutability Rules

Each section declares its mutability class.

Where nested sections or subsections declare different mutability classes, the most specific mutability designation governs.

- Unchangeable sections may not be amended
- Revisable sections require governance approval
- Adaptive sections may evolve within constraints

14.1 Foundational Phase Operability

New Doggerland may operate under a Foundational Phase to permit safe and accountable operation while specified governance mechanisms, operational manuals, logs, or administrative systems are not yet fully instantiated.

A Foundational Phase may be activated only by a Recorded Decision Pathway (as defined in Section 4.12) approved by Supermajority vote (as defined in Section 4.6).

A Foundational Phase activation record must include all of the following:

- the specific governance mechanisms, procedures, logs, systems, or documents that are not yet instantiated,
- the factual reason each item is not yet instantiated,
- the interim handling method for each missing item, stated mechanically and without discretion,
- the specific instantiation plan and target dates for each missing item,
- the start date and automatic expiration date for the Foundational Phase.

Where the Primary Logging System (as required by Governance Schedule D) is not yet instantiated, the activation record must include a specific target date for transition from interim logging to a system satisfying the minimum integrity requirements of Schedule D. This target date must not exceed six (6) months from the Foundational Phase start date.

If the transition target date passes without completion, the acting operator must log a breach within twenty-four (24) hours and place a remediation plan on the next Governing Body agenda, with a recorded vote on acceptance or amendment.

A Foundational Phase must not:

- waive, suspend, or narrow any Unchangeable provision,
- expand authority beyond what is explicitly granted in this document,
- permit actions that would otherwise require emergency authority or repair authority,
- bypass required recusals, conflict disclosures, or vote thresholds that are practicable to execute.

Interim handling methods adopted under this subsection:

- are non-precedential,
- must be limited to the narrowest scope necessary to maintain operability,
- must be logged as Material Actions if they meet the Material Action definition in Section 4.11,
- automatically terminate upon instantiation of the corresponding missing item, even if the Foundational Phase remains active for other items.

A Foundational Phase automatically expires no later than twenty-four (24) months after activation.

A Foundational Phase may be renewed only by an Extraordinary Process (as defined in Section 4.7) and only if the renewal record:

- identifies each remaining missing item,
- explains why instantiation has not occurred,
- narrows interim handling scope where possible, and
- sets a new fixed expiration date not exceeding twelve (12) months.

Mutability: Revisable only by Extraordinary Process

15 Interpretation

This document must be interpreted narrowly. Where ambiguity exists, interpretation must favor:

- Mission preservation
- Non-exploitation

- Transparency

No interpretation may expand authority beyond what is explicitly granted.

Mutability: Unchangeable

15.1 Interpretation Tie-Break Protocol

If two or more interpretations of a provision remain plausible after applying plain meaning and contextual reading, the following tie-break hierarchy must be applied in order:

- the interpretation that best preserves mission integrity
- the interpretation that minimizes potential harm to welfare and dignity
- the interpretation that imposes the narrowest grant of authority
- the interpretation that preserves the greatest number of Unchangeable constraints

No interpretation may be adopted solely on the basis of convenience, efficiency, precedent, or institutional preference.

If a tie remains after applying this hierarchy, the matter must be escalated to the Classification Panel for documented resolution.

Mutability: Unchangeable

15.2 Early-Stage Governance Principle

The governance framework of New Doggerland is intentionally designed to be fully operational prior to organizational scale or reputational maturity. This sequencing reflects the principle that safety, accountability, and control must precede growth rather than follow it.

Future decisions regarding expansion, funding structure, or operational tempo shall be evaluated against this principle, with preference given to preserving governance integrity over accelerating outcomes.

16 Failure Handling

Mistakes are expected. Bad-faith actions, concealment, or retaliation are prohibited. Errors addressed transparently must not be punished solely for occurrence.

Mutability: Revisable

17 Stewardship and Permanence Constraints

- Long-Horizon Duty: No short-term gains over long-term stewardship
- Non-Extractive Principle: No structure may extract value from land, animals, or people
- Maintenance Obligation: No adoption of assets that can't be reasonably maintained

- Durability Preference: Favor repairable and durable options
- Stewardship Over Optimization: Cost or growth cannot override core duties
- Adaptive Compliance: Methods may change, but harms may not be allowed

Mutability: Unchangeable

18 Classification, Arbitration, and Accountability

18.1 Action Classification

All material actions must be classified as Mistake, Violation, or Abuse.

Mutability: Unchangeable

18.2 Mistake

Good faith + reasonable belief + prompt disclosure + non-recurrence = Mistake.

Requires correction and documentation only.

Mutability: Unchangeable

18.3 Violation

Intentional bypass, concealment, reckless disregard, or persistence after correction = Violation.

Requires formal review.

Mutability: Unchangeable

18.4 Abuse

Meets Violation criteria + exploit intent, retaliation, repetition, or credible harm.

Requires escalation and may trigger authority removal.

Mutability: Unchangeable

18.5 Classification Authority

A three-member panel is required. No person may classify their own conduct.

Mutability: Unchangeable

18.6 Panel Selection

Each panel member is selected independently by:

- Governance
- Stewardship
- Staff / External

If the organization's staff count is fewer than three (3) persons, or if the Stewardship role is vacant, the affected selection slot defaults to an external appointee selected by the appointing body from among persons who satisfy the independence requirements of an External Governance Arbiter (as defined in Section 4.15), excluding current Governing Body members, the Founder, and the Founder Steward.

This minimal-scale provision does not expand panel authority and terminates automatically when the staffing or vacancy condition is resolved.

Mutability: Revisable

18.7 Relationship to Values

If values materially relate to harm, the panel must assess whether they were ignored.

Mutability: Unchangeable

18.8 Classification Standards

Only logs, facts, and credible testimony may be considered.

Belief or values alone are not sufficient.

Mutability: Unchangeable

18.9 Burden of Proof

- Mistake = Preponderance
- Violation = Clear evidence
- Abuse = Clear and convincing

If the threshold is not met, classification defaults to the lowest applicable level.

Mutability: Unchangeable

18.10 Testimony Definition

Testimony must be first-hand, internally consistent, and corroborated.

Uncorroborated testimony alone cannot support an Abuse finding.

Mutability: Unchangeable

18.11 Appeals

Each classified party may appeal once to a pre-approved External Governance Arbiter (as defined in Section 4.15).

Mutability: Revisable

18.12 Panel Term Enforcement

Panelists serve staggered 24-month terms, max two consecutive terms. Expired panelists are automatically disqualified.

Mutability: Unchangeable

18.13 Quorum Safeguards

Quorum loss pauses classification and prohibits irreversible decisions.

Mutability: Unchangeable

18.14 Arbiter Pool Integrity

- Must include at least 1/3 external origin
- No single source can control majority
- Published with source and conflict info
- Governance may remove for cause, but not unilaterally replace
- Replacements must originate from the same category

Mutability: Unchangeable

18.15 Arbiter Assignment Randomization

Where this document requires an External Governance Arbiter, the Arbiter must be assigned by a documented random selection process from the eligible Arbiter pool, unless random selection is infeasible due to conflicts, unavailability, or time-critical constraints.

If random selection is infeasible, the appointing body must document:

- the specific infeasibility reason,
- the conflicts screened,
- the selection method used, and
- why the selected Arbiter best preserves independence under Section 4.15.

Mutability: Unchangeable

18.16 Stewardship Backstop

If the Governing Body fails to rotate panelists, the Steward's Office (as defined in Section 4.4) appoints a temporary interim member strictly for continuity purposes and not eligible for a full term.

Mutability: Unchangeable

18.17 Emergency Good-Faith Presumption

When emergency authority is invoked to prevent imminent harm, subsequent review must begin with a presumption of good faith unless evidence indicates concealment, reckless disregard, or exploit intent.

This presumption does not prevent review, classification, or consequence, but it prohibits adverse classification based solely on frequency, urgency, or outcome absent supporting evidence.

Repeated emergency invocations by the same actor within a rolling review period automatically trigger a mandatory comparative analysis and panel review. Frequency alone must not determine classification, but it must require the panel to assess patterns, decision-pathway quality, and scope compliance.

Mutability: Unchangeable

18.18 Pattern-Based Corroboration

Repeated, independently logged actions that align in time, method, or target may be treated as corroborative evidence even if no single incident independently meets the Abuse threshold.

Patterns may corroborate intent, recklessness, or concealment when:

- actions recur under substantially similar circumstances
- affected parties or targets overlap
- logs, timing, or decision pathways show consistent deviation

Pattern-based corroboration must not rely on subjective impressions alone and must be grounded in recorded facts.

Mutability: Unchangeable

18.19 Anti-Tamper Presumption

Any intentional alteration, suppression, destruction, or fabrication of logs, records, or audit trails constitutes prima facie evidence of Violation.

If tampering materially impairs classification, the presumption escalates to Abuse unless the actor demonstrates a credible, non-exploitative cause.

Good-faith errors that are promptly disclosed and corrected do not constitute tampering.

Emergency log stubs must be written to an append-only, tamper-evident record system meeting policy-defined integrity requirements. Deletion or modification must be detectably evident upon review.

Mutability: Unchangeable

18.20 Residence Protection Disqualification Upon Abuse

Any finding of Abuse under this Section automatically terminates all residence protections granted under Section 13 for the offending individual.

Termination under this subsection:

- is mandatory and non-discretionary
- applies regardless of tenure, role, or relationship
- does not require a separate vote or process
- takes effect upon final classification or exhaustion of appeal

This disqualification does not affect the rights of non-offending parties unless independently implicated by classification.

Mutability: Unchangeable

18.21 Whistleblower Protection and Anti-Retaliation Presumption

Any adverse action taken against a person for reporting, cooperating with, or reasonably attempting to report a concern in good faith constitutes presumptive Abuse.

Adverse actions include, but are not limited to:

- termination, demotion, or discipline
- intimidation, threats, or coercion
- housing displacement or access restriction
- isolation, role stripping, or reputational harm

The presumption of Abuse applies unless the actor demonstrates by clear evidence that the action was:

- unrelated to the report or cooperation
- proportionate
- independently justified

Good-faith but mistaken reports do not constitute misconduct and must not trigger adverse action.

Mutability: Unchangeable

19 Constitutional Repair Protocol

19.1 Purpose

This protocol exists solely to prevent unavoidable harm caused by continued enforcement of an Unchangeable provision under materially changed conditions.

This protocol must not be used to optimize convenience, efficiency, growth, or authority.

Mutability: Unchangeable

19.2 Trigger Threshold

The Constitutional Repair Protocol may be invoked only if all of the following conditions are met:

- continued enforcement of a specific Unchangeable provision would cause substantial and demonstrable harm
- the harm cannot be mitigated through interpretation, operational adjustment, or use of emergency authority
- the harm arises from material changes in factual or legal conditions not reasonably foreseeable at the time of adoption

Mutability: Unchangeable

19.3 Invocation Requirements

Invocation requires all of the following:

- a supermajority vote of not less than eighty percent of the full Governing Body
- written findings specifying the exact provision at issue, the harm caused, and why no lesser remedy is sufficient
- unanimous approval by a pre-approved External Governance Arbiter panel composed solely of eligible Arbiters as defined in Section 4.15

Mutability: Unchangeable

19.4 Scope Limitation

Any modification under this protocol must:

- be limited strictly to the minimum change necessary to remove the identified harm
- preserve all other Unchangeable provisions without alteration
- create no new powers, rights, or entitlements beyond what is required to eliminate the harm

Mutability: Unchangeable

19.5 Interim Harm Mitigation Pending Repair

If the Trigger Threshold in this Protocol is met but the Delay and Disclosure period has not yet elapsed, the Governing Body may authorize a strictly temporary Interim Mitigation solely to prevent the specific harm identified in the written findings.

Interim Mitigation:

- does not amend, suspend, or waive any Unchangeable provision
- is permitted only to reduce the identified harm pending the effective date of an approved Repair

- must be the minimum operational deviation necessary to prevent harm
- must be time-limited to not more than thirty (30) days per authorization
- must be renewed only by the same vote threshold required for Invocation Requirements under this Protocol
- must be reversible where practicable
- must be logged as a Material Action with an explicit INTERIM-MITIGATION reason code and citation to the specific Repair findings

Interim Mitigation must not:

- create new powers, entitlements, compensation rights, housing rights, or governance authority
- authorize asset disposition, land use changes, policy modification, or any action prohibited under Continuity Authority

All Interim Mitigation authorizations and renewals must be included in the public disclosure materials for the Repair.

Mutability: Unchangeable

19.6 Delay and Disclosure

Approved modifications must be subject to a mandatory public disclosure and delay period of not less than sixty days prior to effect.

The disclosure must include the full text of the proposed change, the recorded votes, and the written findings.

Mutability: Unchangeable

19.7 Post-Repair Review

Within twelve months of any repair taking effect, the Governing Body must commission an independent review assessing:

- whether the repair successfully eliminated the identified harm
- whether unintended consequences occurred
- whether the repair can be narrowed or reversed

The review must be published in full.

Mutability: Unchangeable

New Doggerland
Governance Schedules
Schedule A - Material Action Thresholds

Contents

1	Status and Authority	2
2	General Rule	2
3	Financial Commitments and Spending	2
3.1	Single Expenditure Thresholds	2
3.2	Aggregate Spending Thresholds	2
3.3	Contracts and Ongoing Obligations	3
4	Personnel and Compensation	3
5	Assets and Land	3
6	Delegation and Authority	3
7	Emergency and Exception Use	4
8	Interaction With Operational Manuals	4

1 Status and Authority

Status: Binding governance schedule

Authority: Adopted by the Governing Body pursuant to the Consolidated Governance Document v0.6.2

Hierarchy: Subordinate to the Consolidated Governance Document; superior to Operational Manuals

This Schedule defines concrete thresholds and classifications that operationalize the definition of *Material Action* in the Consolidated Governance Document. Where thresholds are met or exceeded, the action is conclusively material and must follow all Material Action requirements.

Mutability: Unchangeable

2 General Rule

An action is a **Material Action** if it meets or exceeds any threshold in this Schedule, regardless of intent, reversibility, or duration.

Failure to meet a threshold does not guarantee that an action is non-material; judgment must still be applied using the definition in the Consolidated Governance Document.

Mutability: Unchangeable

3 Financial Commitments and Spending

3.1 Single Expenditure Thresholds

Any single commitment, expenditure, reimbursement, or obligation meeting or exceeding the following thresholds is a Material Action:

- \$2,500 for equipment, tools, furnishings, or supplies
- \$1,000 for professional services, consulting, or advisory services
- \$500 for travel, lodging, or discretionary expenses per individual per event

Mutability: Unchangeable

3.2 Aggregate Spending Thresholds

Multiple related expenditures must be aggregated when they are part of the same project, purpose, vendor relationship, or temporal window.

An aggregated commitment meeting or exceeding:

- \$5,000 within any rolling 30-day period, or
- \$10,000 within any rolling 12-month period

constitutes a Material Action.

Mutability: Unchangeable

3.3 Contracts and Ongoing Obligations

Any contract, lease, service agreement, or subscription that:

- exceeds six (6) months in duration, or
- creates automatic renewal, or
- cannot be terminated without penalty

is a Material Action regardless of dollar value.

Mutability: Unchangeable

4 Personnel and Compensation

The following actions are Material Actions:

- creation or elimination of a paid role
- any compensation adjustment exceeding ten percent (10%) annually
- provision of housing, stipends, or non-cash benefits outside standard payroll
- any compensation or benefit involving the Founder or a related party

Mutability: Unchangeable

5 Assets and Land

Any action involving:

- acquisition, sale, lease, or encumbrance of land
- acquisition or disposal of assets valued above \$5,000
- granting of easements, access rights, or long-term use rights

is a Material Action.

Mutability: Unchangeable

6 Delegation and Authority

The following constitute Material Actions:

- creation, modification, or revocation of delegated approval authority
- granting bank access, signing authority, or system administrator rights

- creation of any role with independent spending or contracting authority

Mutability: Unchangeable

7 Emergency and Exception Use

Invocation of:

- Emergency Authority
- Continuity Authority
- Foundational Phase interim handling methods

is conclusively a Material Action.

Mutability: Unchangeable

8 Interaction With Operational Manuals

Operational Manuals must:

- reference this Schedule explicitly where spending or approval limits appear,
- prohibit circumvention by splitting or sequencing actions,
- default to Material Action routing where uncertainty exists.

Mutability: Unchangeable

New Doggerland
Governance Schedules
Schedule B - Emergency Scope Registry

Contents

1 Purpose	2
2 General Constraints	2
3 In-Scope Persons	2
4 In-Scope Animals	3
5 In-Scope Physical Spaces	3
6 In-Scope Assets and Utilities	3
7 In-Scope Systems	4
8 Explicit Exclusions	4
9 Interpretive Rule	4
10 Amendment and Review	5

Status: Binding Governance Schedule

Authority: Adopted by the Governing Body pursuant to the Consolidated Governance Document

Scope: Defines the exclusive objects, systems, and persons within which emergency authority may be exercised

Precedence: Subordinate to the Consolidated Governance Document; controlling where referenced

Mutability: Revisable only by Extraordinary Process

1 Purpose

This Schedule enumerates the exclusive scope of persons, animals, assets, spaces, and systems that may be affected by emergency authority as defined in the Consolidated Governance Document and the Emergency Scope Registry provisions therein.

No emergency authority may be exercised outside the scope explicitly defined in this Schedule.

2 General Constraints

Emergency authority:

- exists solely to prevent imminent harm,
- may be exercised only within the scope objects enumerated in this Schedule,
- must comply with all trigger standards, stop conditions, and expiration limits defined in the Emergency Scope Registry,
- must be logged as a Material Action using an emergency log stub.

Silence in this Schedule does not confer authority.

3 In-Scope Persons

Emergency authority may affect the following person classes solely for purposes of immediate safety and harm prevention:

- PERSON.GUEST
- PERSON.STAFF
- PERSON.VOLUNTEER
- PERSON.PARTICIPANT

Emergency authority must not:

- revoke rights,
- impose discipline,
- authorize eviction, banning, or trespass,

- create long-term restrictions on access.

4 In-Scope Animals

Emergency authority may affect the following animal classes:

- ANIMAL.DOG
- ANIMAL.OTHER

Emergency authority must not authorize irreversible medical decisions, euthanasia, or experimental treatment.

5 In-Scope Physical Spaces

Emergency authority may affect access to or use of the following space classes:

- SPACE.BUILDING
- SPACE.ROOM
- SPACE.CORRIDOR
- SPACE.TRAIL
- SPACE.FIELD
- SPACE.WATER_FEATURE
- SPACE.PARKING

Emergency authority may only restrict the minimum spatial scope necessary to prevent harm.

6 In-Scope Assets and Utilities

Emergency authority may affect the following asset classes:

- ASSET.UTILITY.GAS
- ASSET.UTILITY.ELECTRIC
- ASSET.UTILITY.WATER
- ASSET.UTILITY.HVAC
- ASSET.SAFETY.FIRE_EXT
- ASSET.SAFETY.AED
- ASSET.SAFETY.FIRST_AID
- ASSET.SAFETY.BARRICADE_KIT

- ASSET.SAFETY.SIGNAGE

Emergency authority must not authorize capital modification, replacement, or procurement beyond pre-approved agreements.

7 In-Scope Systems

Emergency authority may affect the following systems:

- SYSTEM.ACCESS_CONTROL
- SYSTEM.LOGGING_PRIMARY
- SYSTEM.LOGGING_OFFLINE

System access under emergency authority must:

- be time-limited,
- preserve auditability,
- revert automatically upon stop condition.

8 Explicit Exclusions

Emergency authority must not be exercised with respect to:

- financial accounts or banking systems,
- contracts or vendor commitments,
- compensation, payroll, or benefits,
- data systems not explicitly listed as in-scope,
- governance records other than emergency log stubs.

9 Interpretive Rule

This Schedule must be interpreted narrowly. Where ambiguity exists, interpretation must favor:

- harm minimization,
- dignity preservation,
- the smallest effective scope.

10 Amendment and Review

This Schedule may be amended only through an Extraordinary Process as defined in the Consolidated Governance Document.

All amendments must:

- be adopted by recorded vote,
- be versioned,
- specify additions, removals, or modifications explicitly.

New Doggerland
Governance Schedules
Schedule C - Delegation and Approval Matrix

Contents

1 Purpose	2
2 General Principles	2
3 Approval Roles	2
4 Financial Expenditure Approvals	2
4.1 Routine, Budgeted Expenditures	2
4.2 Unbudgeted or Cumulative Expenditures	3
5 Contractual Commitments	3
6 Personnel and Compensation Actions	3
7 Asset Disposition and Encumbrance	3
8 Emergency Actions	3
9 Banking and Account Access	4
10 Prohibited Delegations	4
11 Interpretive Rule	4
12 Amendment and Review	4

Status: Binding Governance Schedule

Authority: Adopted by the Governing Body pursuant to the Consolidated Governance Document

Scope: Defines who may approve which actions, up to what limits, and under what constraints

Precedence: Subordinate to the Consolidated Governance Document; controlling where referenced

Mutability: Revisable only by Extraordinary Process

1 Purpose

This Schedule defines the exclusive delegation and approval limits for financial, contractual, operational, and emergency-related actions within New Doggerland.

No person or role may approve, authorize, or commit the organization beyond the limits explicitly stated in this Schedule.

Silence in this Schedule does not confer authority.

2 General Principles

All delegation under this Schedule is subject to the following constraints:

- Delegation defines *who may approve*, not *what is permissible*.
- All actions remain subject to Mission Lock, welfare, dignity, and safety constraints.
- Any action exceeding these limits constitutes a Material Action.
- Emergency authority does not expand approval limits beyond this Schedule.

3 Approval Roles

For purposes of this Schedule, approval authority is limited to the following roles:

- Governing Body (collective)
- Governing Body Chair (procedural only; no approval authority unless otherwise specified)
- Executive Director (or equivalent senior executive)
- Designated Finance Officer
- Role-Scoped Staff Lead (as documented in role charter)

No other role may exercise approval authority.

4 Financial Expenditure Approvals

4.1 Routine, Budgeted Expenditures

Amount (USD)	Approver	Conditions
Up to \$1,000	Role-Scoped Staff Lead	Budgeted; logged
\$1,001 – \$5,000	Executive Director	Budgeted; logged
\$5,001 – \$25,000	Finance Officer + Executive Director	Budgeted; logged
Over \$25,000	Governing Body	Supermajority; Recorded Decision Pathway

4.2 Unbudgeted or Cumulative Expenditures

Any unbudgeted expenditure, or cumulative related expenditures exceeding \$10,000 within a rolling 90-day period, requires Governing Body approval and constitutes a Material Action.

5 Contractual Commitments

Contract Term / Value	Approver	Conditions
Term ≤ 6 months and \$10,000	Executive Director	Due diligence complete
Term > 6 months or \$10,001 – \$50,000	Governing Body	Majority vote; logged
Over \$50,000 or > 12 months	Governing Body	Supermajority; RDP required

No contract may be executed without documented conflict-of-interest screening.

6 Personnel and Compensation Actions

The following actions always constitute Material Actions and require Governing Body approval:

- Creation of new paid roles
- Compensation adjustments exceeding 10% annually
- Any reduction implicating the Dignity Floor
- Severance agreements or settlements

Routine, role-scoped hiring within approved headcount and compensation bands may be approved by the Executive Director, provided full documentation is logged.

7 Asset Disposition and Encumbrance

Any sale, lease, encumbrance, or disposal of assets with a fair market value exceeding \$5,000 requires Governing Body approval.

Any land-related transaction constitutes a Material Action regardless of value.

8 Emergency Actions

Emergency actions may be approved only within the scope defined in Schedule B.

Emergency authority:

- does not permit financial commitments exceeding \$2,500,

- does not permit contract execution,
- must be logged immediately via emergency log stub.

Any emergency action exceeding these limits constitutes a Violation.

9 Banking and Account Access

Authority to access, initiate, or approve banking transactions is restricted as follows:

- Dual-signature required for all transactions over \$5,000
- No individual may both initiate and approve the same transaction
- Governing Body members must not have unilateral account control

Account access assignments must be reviewed annually and upon role changes.

10 Prohibited Delegations

The following may not be delegated under any circumstances:

- Amendment of governance documents
- Waiver of Unchangeable provisions
- Approval of Related-Party Transactions
- Override of safety, welfare, or dignity protections

11 Interpretive Rule

This Schedule must be interpreted narrowly. Where ambiguity exists, interpretation must favor:

- the lowest authority capable of acting,
- escalation rather than expansion,
- classification as a Material Action.

12 Amendment and Review

This Schedule may be amended only through an Extraordinary Process as defined in the Consolidated Governance Document.

All amendments must be adopted by recorded vote, versioned, and published alongside prior versions.

New Doggerland
Governance Schedules
Schedule D - Logging and Audit Integrity Policy

Contents

1 Purpose	2
2 Scope	2
3 Core Logging Requirements	2
4 Primary Logging System	2
5 Edit and Correction Protocol	3
6 Offline and Emergency Logging	3
7 Tamper-Evident Standards	3
8 Access Controls and Segregation of Duties	4
9 Retention and Backup	4
10 Audit and Review	4
11 Interpretive Rule	4
12 Amendment	5

Status: Binding Governance Policy

Authority: Adopted by the Governing Body pursuant to the Consolidated Governance Document

Purpose: Define the logging, auditability, and tamper-evident requirements for all governed actions

Precedence: Subordinate to the Consolidated Governance Document; controlling where referenced

Mutability: Revisable only by Extraordinary Process

1 Purpose

This Policy defines the minimum technical and procedural requirements for logging, record integrity, auditability, and retention across all systems governed by the New Doggerland governance framework.

No action requiring logging under the Consolidated Governance Document may occur unless it can be logged in compliance with this Policy.

2 Scope

This Policy applies to:

- all Recorded Decision Pathways,
- all Material Actions,
- all emergency actions,
- all governance votes and approvals,
- any action explicitly required to be logged by policy or schedule.

3 Core Logging Requirements

All governed log entries must include, at minimum:

- a unique entry identifier,
- timestamp (UTC),
- actor identity and role,
- authority relied upon,
- action description,
- affected scope objects (if any),
- linkage to related entries.

4 Primary Logging System

The Primary Logging System must satisfy all of the following:

- append-only write model,

- immutable historical entries,
- cryptographic or checksum-based integrity verification,
- role-based access control,
- read access for authorized reviewers,
- export capability for audit.

No user may delete or overwrite a primary log entry.

5 Edit and Correction Protocol

Corrections to logged information must be made only by:

- creating a new log entry,
- referencing the original entry identifier,
- stating the correction and reason.

The original entry must remain intact and visible.

6 Offline and Emergency Logging

If the Primary Logging System is unavailable, actions may proceed only where explicitly permitted by policy.

In such cases:

- an offline log stub must be created immediately,
- the stub must be physically or digitally tamper-evident,
- the stub must be ingested into the Primary Logging System within 72 hours of restored capability.

Where an Operational Manual specifies a shorter or longer ingestion window, the window defined in this Schedule controls.

Failure to ingest an offline stub constitutes a violation.

7 Tamper-Evident Standards

A logging mechanism is considered tamper-evident only if:

- alterations are detectable,
- access is restricted and logged,
- integrity verification can be independently validated.

Procedures or systems that rely on trust alone do not satisfy this requirement.

8 Access Controls and Segregation of Duties

No individual may:

- both execute and approve the same logged action,
- both administer the logging system and authorize actions logged therein.

Access rights must be reviewed at least annually and upon role change.

9 Retention and Backup

All logs must be retained for a minimum of seven years unless a longer period is required by law or policy.

Backup requirements:

- regular automated backups,
- off-site or logically isolated storage,
- periodic restoration testing.

10 Audit and Review

Authorized auditors may:

- access read-only log exports,
- verify integrity checks,
- trace Recorded Decision Pathways end-to-end.

Obstruction of audit access constitutes a governance violation.

11 Interpretive Rule

This Policy must be interpreted narrowly. Where ambiguity exists, interpretation must favor:

- greater auditability,
- non-reversibility of log history,
- escalation rather than omission.

12 Amendment

This Policy may be amended only through an Extraordinary Process as defined in the Consolidated Governance Document.

All amendments must be recorded, versioned, and published alongside prior versions.

New Doggerland Governance Schedule Index

Contents

1 Purpose	2
2 Adopted Governance Schedules	2
3 Adoption and Removal	2
4 Anti-Expansion Rule	2
5 Interpretive Rule	2

Status: Binding Governance Index

Authority: Adopted by the Governing Body pursuant to the Consolidated Governance Document

Purpose: Enumerate the exclusive set of Governance Schedules in force

Precedence: Subordinate to the Consolidated Governance Document; controlling as to schedule existence

Mutability: Revisable only by Extraordinary Process

1 Purpose

This Schedule enumerates the complete and exclusive set of Governance Schedules adopted under the Consolidated Governance Document.

No schedule has force or effect unless listed in this Index.

2 Adopted Governance Schedules

- **Schedule A (10.10): Material Action Thresholds**
Defines numeric and categorical thresholds that trigger Material Action treatment.
- **Schedule B (10.20): Emergency Scope Registry**
Defines the exclusive persons, animals, assets, spaces, and systems within which emergency authority may be exercised.
- **Schedule C (10.30): Delegation and Approval Matrix**
Defines who may approve which actions, up to what limits, and under what constraints.
- **Schedule D (10.40): Logging and Audit Integrity Policy**
Defines binding requirements for logging, auditability, tamper-evidence, retention, and correction of governed records.

3 Adoption and Removal

The addition or removal of any Governance Schedule requires:

- adoption by recorded vote of the Governing Body,
- amendment of this Schedule Index,
- compliance with the applicable mutability requirements.

4 Anti-Expansion Rule

Silence, reference, or implication does not create a Governance Schedule.

Only schedules explicitly listed in this Index have force or effect.

5 Interpretive Rule

This Schedule must be interpreted narrowly. Where ambiguity exists, interpretation must favor:

- non-expansion of authority,
- preservation of mission lock,
- escalation to the Consolidated Governance Document.

New Doggerland

Founder Vision & End-State Specification v0.1 (Conservative)

Contents

1	Non-Authority Clause (Required)	3
2	Purpose of This Document	3
3	Design Origin and Motivation (Non-binding narrative)	3
3.1	The formative reference	3
3.2	Freedom-by-design, not vigilance-by-monitoring	4
3.3	Dog-equivalent autonomy and safety	4
4	End State: What New Doggerland Is Intended to Become	4
4.1	The ring model (coherence without sprawl)	5
4.1.1	Ring 1: Mission Core (Primary, non-negotiable)	5
4.1.2	Ring 2: Dog-forward experience layer (Real, but constitutionally subordinated)	5
4.1.3	Ring 3: Public-benefit perimeter (Civic access, bounded scope)	5
4.1.4	Ring 4: Community programs (Strictly bounded, separable, safety-first)	6
5	On-site Partner Ecosystem (Small Business and Artisan “Service Commons”)	6
5.1	Purpose and boundaries	6
5.2	In-kind rent as auditable exchange	6
5.3	Non-dominance and anti-capture intent	7
5.4	Closed-loop infrastructure (waste-to-heat) as stewardship, conditional	7
6	Cultural Beacon and Civic Demonstration (Nonpartisan intent)	7
7	Founder-in-Absentia Design Declaration	7
8	Audit-Native Assumption (Near-Zero Verification Costs, Dignity Preserved)	8
9	Staged Pathway (High-Level, Capacity-Gated)	8
9.1	Phase 0: Foundational kernel (pre-scale)	8
9.2	Phase 1: Stable welfare operations	8
9.3	Phase 2: Bounded public access pilots	8
9.4	Phase 3: Durability build-out	8
9.5	Phase 4: Steady-state stewardship	9
10	What New Doggerland Is Not (Anti-goals)	9

Status: Non-binding founder-origin explanatory document (derived)

Authority: Subordinate to “New Doggerland – Consolidated Governance Document v0.6.2” and all binding schedules and operational manuals

Purpose: Articulate end state, design intent, motivations, and staged pathway without creating authority

Hierarchy: Derived representation; confers no independent authority

Mutability: Revisable (non-binding), subject to the Derivation and Compression Principle

1 Non-Authority Clause (Required)

This document:

- does **not** grant authority, create obligations, modify thresholds, create permissions, or authorize actions;
- does **not** supersede any binding governance document, schedule, or operational manual;
- does **not** create precedent and must not be relied upon to determine rights, duties, permissions, prohibitions, or enforcement outcomes.

If any conflict, ambiguity, or inconsistency exists between this document and the Consolidated Governance Document (or any higher-order instrument), the higher-order instrument governs without exception.

2 Purpose of This Document

New Doggerland is intentionally being built with a governance-first architecture. This document exists to supply what governance documents are not designed to hold:

- the intended mature end state (“what the institution becomes”),
- the motivating design origin (“why this form”),
- the conceptual logic of how the pieces relate (“how it stays coherent”),
- the staged pathway (“how it is intended to be built without overreach”),
- and the Founder-in-absentia intent (“how it remains functional without the Founder”).

This document is written to be legible to staff, stewards, funders, auditors, partners, and future successors, while remaining non-binding and subordinate.

3 Design Origin and Motivation (Non-binding narrative)

3.1 The formative reference

New Doggerland’s form is inspired by childhood experiences in European forest resorts designed around an uncommon kind of safety: a bounded environment with enough predictability and competence that parents could allow children meaningful freedom without constant fear. The

environment offered comfort and autonomy (self-contained lodging, warmth, water, and a strong sense of “everything is handled”) paired with clear and enforceable constraints (explicit rules, safe-approved inputs, and defaults that reduced risk and prevented misuse).

The result was not indulgence for its own sake, but a dignity-preserving state: freedom without chaos, and rest without vigilance. The Founder intends to recreate that feeling in a contemporary, welfare-first context.

3.2 Freedom-by-design, not vigilance-by-monitoring

A core aspiration is to make it possible again for a child to say after lunch, “I’m going to the activity area,” and for a parent to be able to say “okay” without spiraling into vigilance. The intent is not to guarantee outcomes, but to design conditions that make serious harm unlikely through:

- bounded geography and controlled access points,
- clear rules and humane defaults,
- competent staffing and visible help,
- predictable procedures for reunification and escalation,
- and environments designed to reduce foreseeable hazards.

Where reassurance technologies are used (e.g., opt-in RFID wristbands), they are intended as optional supports for families who want them, not as structural prerequisites for safety or a mechanism of control. New Doggerland is intended to be safe enough that it would not rely on tracking to function safely. Any optional tracking is intended to be purpose-limited to safety and reunification, dignity-preserving, and protected against misuse.

3.3 Dog-equivalent autonomy and safety

This same logic is intended to apply to dogs: dogs should experience agency within safety—space, enrichment, calm, and structured coexistence—without being pushed into spectacle, stress, or unmanaged exposure. The environment must remain welfare-first and dignity-bounded.

4 End State: What New Doggerland Is Intended to Become

New Doggerland is intended to become a dog-centered stewardship campus that is:

- **welfare-first** (dogs as primary beneficiaries),
- **dignity-preserving** (humans protected as co-beneficiaries; no coercion, retaliation, or extraction),
- **stewardship-bounded** (land and assets treated as long-horizon duties),
- **financially resilient** (able to sustain care without drifting into extraction),
- and **governance-legible** (major choices are explainable, logged, and reviewable).

The intended maturity state is not maximum scale. It is a stable ethical equilibrium: a place that can operate for decades without mission drift, capture, or degradation of care standards.

4.1 The ring model (coherence without sprawl)

To keep scope coherent, the intended end state is organized into concentric layers:

4.1.1 Ring 1: Mission Core (Primary, non-negotiable)

The mission core is the institution's reason for existence:

- a world-class dog sanctuary for dogs who would otherwise be euthanized or lack viable placement,
- a rescue intake and adoption center designed for high welfare and low-stress transitions,
- a veterinary clinic capable of supporting the institution's care obligations,
- a grooming and coat-care operation supporting welfare and contributing to operational sustainability.

Where implemented, additional sanctuaries (e.g., donkeys and goats) are separate welfare domains with separate safety and dignity constraints and must not compromise the dog mission.

4.1.2 Ring 2: Dog-forward experience layer (Real, but constitutionally subordinated)

New Doggerland is intended to include a dog-forward forest-resort form because the experience itself matters: restorative coexistence, joy, calm, and a dignified environment where families and dogs can live together safely for a time.

This layer is **not** an end in isolation. It is constitutionally subordinated to the welfare mission and must not become indulgence-led, extractive, or mission-inverting. The experience layer may include:

- villas or other lodging distributed through a curated forest environment,
- a compact "village" core with essential guest services and education interfaces,
- curated, dog-centered forest activities designed for safe coexistence and public learning,
- all-weather facilities to reduce seasonality risk (potentially including indoor water facilities) only where consistent with welfare, dignity, stewardship, and compliance constraints.

Surplus and institutional advantage from this layer are intended to support the mission core and its public education interface rather than private benefit.

4.1.3 Ring 3: Public-benefit perimeter (Civic access, bounded scope)

Where compatible with welfare, dignity, safety, and long-horizon stewardship, New Doggerland is intended to provide public-benefit access systems such as:

- public walking trails and nature access routes,
- dog parks and dog-forward outdoor spaces,

- limited recreation amenities (e.g., disc golf, forest golf, biking facilities) only where they remain compatible with animal welfare and do not create unmanaged risk, extraction, or mission inversion.

4.1.4 Ring 4: Community programs (Strictly bounded, separable, safety-first)

A bounded set of community-facing programs may exist where safety and operational separability can be preserved:

- partnerships with search-and-rescue and appropriate working-dog organizations (including police K9 units) only where training is compatible with welfare and dignity and is structured to be publicly legible and educational rather than opaque,
- temporary housing and vocational pathways for adults aging out of foster care, implemented only with clear safeguards, supervision, and non-extractive standards,
- secure temporary sanctuary lodging for survivors of domestic violence, implemented only where confidentiality and safety can be preserved without compromising the mission core.

These programs are intended as additive public benefit, not a replacement mission, and must not compromise the dog welfare core.

5 On-site Partner Ecosystem (Small Business and Artisan “Service Commons”)

5.1 Purpose and boundaries

New Doggerland is intended to host a bounded ecosystem of on-site partners—small businesses and artisans—whose presence directly supports operations, reduces waste, increases resilience, and strengthens local economic participation. This partner layer is not an independent objective. It exists only to support mission execution, stewardship, and institutional durability.

Illustrative partner categories may include:

- food provisioning and cafés (where compatible with the site and public interface),
- repair and maintenance services (repair workshop, fabrication/metalwork),
- durable goods and uniform/boot repair or production (bootmaker/leatherworker),
- mission-supporting production (e.g., animal nutrition preparation) only where consistent with welfare constraints and regulatory compliance.

5.2 In-kind rent as auditable exchange

Where appropriate, partners may satisfy a portion of rent through in-kind provisioning of goods or services directly used by New Doggerland operations (e.g., bakery provisioning for on-site facilities; staff boots maintained and repaired; metal fixtures fabricated and repaired). Such arrangements are intended to be treated as priced, auditable exchanges rather than informal barter. They must not become channels for hidden compensation, private benefit, favoritism, or informal authority.

5.3 Non-dominance and anti-capture intent

The partner ecosystem is intended to remain strictly subordinate to the mission core and must not become operationally dominant. It must not create governance capture risk, informal authority, or mission inversion. Partners exist to “feed into the system,” not to define the system.

5.4 Closed-loop infrastructure (waste-to-heat) as stewardship, conditional

Where legally and ethically feasible, New Doggerland intends to pursue on-site processing of human and animal waste with heat recovery to reduce the energy footprint of year-round systems. Any such system must be compliant, independently reviewable, non-harmful, dignity-preserving, and operationally legible.

6 Cultural Beacon and Civic Demonstration (Nonpartisan intent)

New Doggerland is intended to be more than a sanctuary and more than a destination. It is intended to be a cultural beacon: a lived demonstration that a system can produce trust, safety, and freedom through clear constraints, dignity protections, and routine accountability.

This aim is explicitly **nonpartisan** and **non-electoral**. New Doggerland does not exist to advocate for political parties, candidates, or ideology. It exists to model civic competence: how people can share space, resolve uncertainty, and make decisions transparently without informal power, retaliation, or extraction.

In this sense, New Doggerland is intended to be an example of “how politics can work” in the most basic meaning of the word: how a community governs itself. The public interface (education, visible partnerships, and dignity-preserving access) exists in part to make these principles legible to ordinary visitors, not only to auditors.

7 Founder-in-Absentia Design Declaration

The Founder is intentionally designing New Doggerland so that it can function ethically as if the Founder is absent, including absence due to retirement, incapacity, death, conflict, or ordinary turnover.

The governance and operational stack is intended to:

- prevent informal authority from substituting for rules,
- preserve mission lock across leadership transitions,
- make major decisions reconstructable through logs and recorded pathways,
- and resist capture by bad-faith actors or drift under financial pressure.

The Founder role is architecture and long-horizon coherence, not control. If the institution cannot function ethically without founder presence, it is considered structurally incomplete.

8 Audit-Native Assumption (Near-Zero Verification Costs, Dignity Preserved)

New Doggerland is built with the expectation that audit, monitoring, and verification costs are declining. The institution is intended to make verification easy without creating coercive surveillance.

Auditability is treated as a structural feature:

- decisions should be legible after the fact through logs and recorded pathways,
- accountability should be routine rather than punitive,
- and trust should not depend on any single person.

Any use of monitoring technology is intended to be minimal, purpose-limited to safety and integrity, protected against misuse, and never used for commercial profiling, advertising, coercion, or punishment.

9 Staged Pathway (High-Level, Capacity-Gated)

New Doggerland is intended to proceed through gated phases, advancing only when welfare, dignity, maintenance capacity, safety performance, and logging integrity remain stable.

9.1 Phase 0: Foundational kernel (pre-scale)

- establish care routines and safety procedures,
- establish logging discipline and review habits,
- prove basic operability without informal authority.

9.2 Phase 1: Stable welfare operations

- stabilize sanctuary/rescue/adoption operations within proven carrying capacity,
- demonstrate that logs and reviews remain current under load,
- establish consistent veterinary and grooming support.

9.3 Phase 2: Bounded public access pilots

- introduce limited public access and education in reversible, bounded forms,
- validate safety and dignity outcomes without welfare degradation,
- refine procedures so autonomy remains safe.

9.4 Phase 3: Durability build-out

- expand infrastructure only when maintenance capacity is demonstrated,
- build staffing layers that prevent single points of failure,

- mature audit readiness and external review routines.

9.5 Phase 4: Steady-state stewardship

- operate as a durable institution with stable welfare outputs and stable dignity protections,
- evolve slowly without drift,
- preserve governance legibility across generations.

Progression is intended to be capacity-driven, not ambition-driven.

10 What New Doggerland Is Not (Anti-goals)

New Doggerland is not intended to be:

- a growth-first platform or scale-at-all-costs organization,
- a founder-controlled institution,
- an entertainment venue that compromises welfare or dignity,
- a vehicle for private extraction, prestige, or informal entitlements,
- a system where emergency logic becomes a substitute for governance,
- a surveillance-driven environment that substitutes monitoring for design, competence, and trust.

11 Maintenance Rule for This Document

This document may be revised for clarity and fidelity to the Founder's intent, but it must remain strictly subordinate and derived. Any revision that could be interpreted as creating new obligations, permissions, thresholds, or authority must be rejected.

New Doggerland - Governance Companion Document v0.6.2

Contents

1	What this document is and is not	2
1.1	What this document is	2
1.2	What this document is not	2
2	How to use this companion	2
2.1	If you only have 5 minutes	2
2.2	Reader pathways	3
2.3	The system in 60 seconds	3
2.4	What to do when confused	3
3	Design intent in one paragraph	4
4	The core logic of the system	4
4.1	Mission lock as the first constraint	4
4.2	Mutability and permanence	4
4.3	Early-stage operability	4
4.4	Hierarchy determines authority, not interpretation	4
4.5	“Material Action” is the system’s primary trigger concept	5
4.6	Recorded Decision Pathways are the audit spine	5
4.7	Interpretation notes exist, but are deliberately defanged	5
5	Roles and separation of power	5
5.1	The Founder role is real but non-controlling	5
6	Residential continuity protections	5
7	Companion document maintenance rule	6

Status: Non-binding explanatory companion

Authority: Subordinate to “New Doggerland - Consolidated Governance Document v0.6.2”

Purpose: Explain intentions and mechanisms without creating new obligations

1 What this document is and is not

1.1 What this document is

This document is a readable explanation of how the Consolidated Governance Document is designed to function in practice. It is written to help:

- board members,
- staff,
- partner organizations,
- donors,
- auditors, and
- future stewards

understand the system quickly and accurately.

1.2 What this document is not

This document is not:

- a source of authority,
- policy,
- an operational manual,
- a substitute for the Consolidated Governance Document,
- or a mechanism to reinterpret rules.

If there is any difference between this companion and the Consolidated Governance Document, the Consolidated Governance Document controls.

2 How to use this companion

This companion is a **reader’s guide**. It explains **intent**, **mechanism**, and **the mental model** of the governance system. It is not a source of new obligations.

2.1 If you only have 5 minutes

Read, in order:

1. **Design intent in one paragraph**
2. **The core logic of the system**
3. **What to do when confused** (below)

2.2 Reader pathways

Choose the path that matches why you are here:

- **Staff / contributors:** Read for boundaries and escalation routes. Focus on constraints, discretion limits, and how to route uncertainty.
- **Stewards / governance roles:** Read for decision-shaping principles, interpretation rules, and what makes a decision legitimate.
- **Partners / funders / external reviewers:** Read for capture-resistance, mission lock, and how conflicts are contained and made reviewable.

2.3 The system in 60 seconds

New Doggerland governance works like this:

1. **Mission lock first:** the organization has a constrained purpose-space; some actions are simply not allowed.
2. **Welfare and dignity constraints:** dog welfare and human dignity bound what can be justified, even under pressure.
3. **Lowest competent level:** decisions should be made as close to the work as competence and risk allow.
4. **Bounded discretion:** discretion exists, but must be explainable and routed through reviewable pathways.
5. **Recorded pathways:** when stakes are material, decision logic must be legible after the fact.

2.4 What to do when confused

When a clause feels unclear, do **exactly this**, in order:

1. Identify whether the question is about **purpose, authority, process, or interpretation**.
2. Prefer the **most constraint-preserving** interpretation (the one least likely to expand power or undermine welfare or dignity).
3. Route the uncertainty through the **smallest** legitimate escalation path, and record the rationale if it affects procedure.

If you need a single test: **Could a good-faith reviewer understand why this choice was made, and see that it remained inside the mission lock?**

3 Design intent in one paragraph

New Doggerland’s governance is designed to resist capture, prevent private extraction, and preserve mission integrity over multiple generations. The system assumes that failure modes will occur, good-faith mistakes, ambiguous circumstances, missing information, emergencies, and occasional bad-faith actors, and it therefore encodes safeguards that force decisions into transparent, reviewable pathways with explicit limits on authority.

For the intended end state and staged pathway, see Founder Vision. It confers no authority.

4 The core logic of the system

4.1 Mission lock as the first constraint

The governance framework begins by defining the organization’s allowed purpose-space. It does this by establishing that:

- the organization exists solely for its stated charitable, welfare, and stewardship purposes, and
- no activity may undermine dog welfare, human dignity, or long-term stewardship.

4.2 Mutability and permanence

Every section of the Consolidated Governance Document declares a mutability class. Where multiple mutability declarations apply, the most specific declaration governs. This means that subsection-level mutability overrides section-level mutability.

Unchangeable provisions are intended to remain fixed. Revisable provisions may change only through the specified governance process. Adaptive provisions may evolve within explicitly defined bounds.

4.3 Early-stage operability

The governance system explicitly allows for a bounded Foundational Phase during which certain governance mechanisms or operational systems may not yet be fully instantiated. This flexibility is:

- temporary,
- explicitly recorded,
- non-precedential, and
- subject to automatic expiration.

This mechanism exists to permit safe early operation without weakening mission lock or authority constraints.

4.4 Hierarchy determines authority, not interpretation

The hierarchy section establishes that different document layers exist, but clarifies a critical point:

- **Hierarchy governs authority.**

- **Interpretation still requires good faith and narrow reading.**

4.5 “Material Action” is the system’s primary trigger concept

A large portion of the document exists to ensure that important actions cannot be performed casually.

4.6 Recorded Decision Pathways are the audit spine

A Recorded Decision Pathway is the minimum complete record showing:

- what was decided,
- who authorized it,
- when it happened,
- what it affects, and
- what authority was relied upon.

4.7 Interpretation notes exist, but are deliberately defanged

Interpretation notes are permitted at the lowest competent level only for non-material actions, and only where no conflict exists.

5 Roles and separation of power

5.1 The Founder role is real but non-controlling

The Founder is defined as a continuity and coherence role. The design deliberately forbids the Founder from having voting power, veto power, unilateral authority, ownership interest, or a governance seat by default.

6 Residential continuity protections

The residence provisions are designed as continuity and dignity protections, not as transferable benefits.

They include:

- non-owning residency,
- non-transferability,
- explicit protection against displacement,
- termination upon abuse, and
- constraints to preserve safety and operations.

Residency protections exist for the Founder, surviving spouse, and certain narrowly defined service-based roles. Where specified in the Consolidated Governance Document, these protections are lifetime, dignity-preserving, and non-extractive, and never create ownership, inheritance, income rights, or governance authority.

7 Companion document maintenance rule

This companion document may be updated for clarity and readability, but must remain strictly derived from the Consolidated Governance Document. Any update that could be interpreted as creating new obligations must be rejected.

New Doggerland - Operational Manual v0.6.2

Contents

How to use this manual	3
Two-pass reading	3
Rule of thumb for escalation	3
OM-0. General Operating Rules	3
OM-1. Authority & Decision Escalation	4
OM-2. Stewardship Compliance	5
OM-3. Asset & Infrastructure Management	5
OM-4. Partner & Vendor Engagement	5
OM-5. Staff Conduct & Dignity	5
OM-6. Safety & Hazard Response	5
OM-7. Overrides & Exceptions	6
OM-8. Transparency & Logging	6
OM-9. Failure Handling	7
OM-10. Review & Evolution	7
OM-11. Emergency Authority	7
OM-11.A Invocation Rules	7
OM-11.B Proportionality Test	7
OM-11.C Rolling Invocation Trigger	8
OM-11.D Audit Hooks	8
OM-11.E Enforcement	9
OM-11.F Emergency Frequency Monitoring	9
OM-11.G Load Shedding and Triage	9
OM-A. Pre-Registration Operating Kernel (Day-1)	9
OM-A.1 Scope and Function	9
OM-A.2 Role-Limited Authority (Day-1)	10

OM-A.3 Mandatory Logging Requirements	10
OM-A.4 Mandatory Escalation Conditions	11
OM-A.5 Absolute Prohibitions	11
OM-A.6 Four-Hour Emergency Limitation	11
OM-B. Pre-Registration Pilot Guidance (First 30 Days)	11
OM-B.1 Actual Roles (No Assumed Authority)	11
OM-B.2 Decision Classification Table	12
OM-B.3 Carrying-Capacity Tripwires	12
OM-B.4 Early-Stage Logging Mechanism	12
OM-B.5 Weekly Self-Review Requirement	13

How to use this manual

This manual is written for execution. It is organized so you can:

- find the relevant procedure quickly,
- understand what must be done vs. what may be adapted, and
- know when to escalate.

Two-pass reading

1. **First pass (15–20 minutes):** skim section headings to learn where things live.
2. **Second pass (as-needed):** use the section that matches the task you are doing; do not read linearly unless onboarding.

Rule of thumb for escalation

Escalate when any of the following are true:

- the decision is materially irreversible,
- the decision materially affects dog welfare, human dignity, or long-horizon stewardship,
- the decision creates a precedent others will rely on,
- you cannot explain the choice in a way that would satisfy a good-faith reviewer.

When in doubt: choose the **most welfare-preserving** and **least power-expanding** option, then request review.

OM-0. General Operating Rules

- IF an operational instruction conflicts with the Constitution, THEN the instruction is void and must not be followed.
- IF an operational instruction conflicts with law, THEN the instruction must be escalated to Governing Body for correction.
- IF an operational gap is discovered, THEN staff must halt discretionary action and escalate for guidance, EXCEPT THAT: IF the affected action is routine, reversible, and within the actor's role scope, THEN the actor may implement a temporary bounded control ONLY IF the control creates no lasting obligation, transfers or risks no assets, is reversible without Governing Body approval, is logged at time of action with a GAP-BRIDGE reason code and an explicit expiration time not exceeding 72 hours, AND the Governing Body is notified for review as soon as feasible.
- For purposes of this section, an operational gap exists only when no existing instruction, role norm, or prior recorded decision pathway reasonably applies to the action as executed.

- This gap-bridge cannot be used to authorize contracts, spending, partner commitments, staff discipline, access revocation, policy changes, or any action that would be a Material Action under the Constitution as defined in Governance Schedule A (10.10).
- IF a GAP-BRIDGE is used for the same operational gap or a substantially similar action more than once within any rolling 30-day period, THEN the Governing Body must place the gap on the next regular meeting agenda for corrective instruction, AND further GAP-BRIDGE use for that gap is prohibited unless Governing Body expressly authorizes continuation in writing.
- IF an operational gap is discovered AND stopping work would cause imminent harm to dog welfare or human dignity, THEN invoke Emergency Invocation (OM-11) only to implement the minimum temporary control needed to prevent that harm, AND record (1) the gap, (2) the harm risk, (3) the temporary control, (4) who authorized it, and (5) an expiration time, AND notify Governing Body for review as soon as feasible, ELSE halt the affected action until Governing Body issues guidance.
- OM-0 GAP-BRIDGE and OM-1 PROVISIONAL-AUTHORITY are two labels for the same temporary control class: PROVISIONAL CONTROL. IF either pathway is invoked, THEN all prohibitions, logging requirements, expiration limits, and non-precedent rules from BOTH sections apply cumulatively, and the strictest constraint controls.

OM-1. Authority & Decision Escalation

- IF a decision materially affects welfare, safety, dignity, assets, or land, THEN documented approval by the Governing Body is required.
- Material Action thresholds and escalation triggers are defined exclusively in Governance Schedule A (10.10).
- IF a decision is routine and reversible, THEN designated staff may act within their role scope.
- IF authority is unclear, THEN the decision must not proceed until clarified, EXCEPT THAT: IF the decision is routine, reversible, and within the actor's role scope, THEN the actor may proceed provisionally ONLY IF the actor creates a log stub at time of action with a PROVISIONAL-AUTHORITY reason code, states the narrow intended scope, and sets an expiration time not exceeding 72 hours; AND IF any reasonable disagreement arises that the action is materially affecting OR if the action proves not reversible without further authorization, THEN the provisional action must stop and be escalated immediately for Governing Body review; AND this provisional pathway cannot be used to create obligations, commit funds, discipline staff, revoke access, or establish precedent.
- IF PROVISIONAL-AUTHORITY is invoked for the same decision category more than once within any rolling 30-day period, THEN the actor must escalate for Governing Body clarification before any further provisional action in that category.
- For purposes of this section, a decision category is defined by the nature of the authority ambiguity and the class of impact, not by superficial differences in fact

pattern or execution context.

- Authority is not unclear solely because an action has not been previously executed, documented, or reviewed, provided it is routine, reversible, and within established role scope.

OM-2. Stewardship Compliance

- IF a proposed action prioritizes short-term gain over long-term stewardship, THEN the action must not proceed.
- IF a proposal risks degradation of welfare, safety, or dignity, THEN it must be rejected or redesigned.
- IF maintenance capacity is insufficient, THEN expansion or acquisition must pause.

OM-3. Asset & Infrastructure Management

- IF an asset cannot be reasonably maintained, THEN it must not be acquired or must be retired.
- IF an asset degrades welfare or safety, THEN it must be repaired, replaced, or removed.
- IF durable and repairable options exist at reasonable cost, THEN disposable options must not be selected.

OM-4. Partner & Vendor Engagement

- IF a partner relationship involves extraction, exploitation, or misalignment, THEN it must not be entered.
- IF alignment is uncertain, THEN provisional engagement requires Governing Body review.
- IF a partner violates ND constraints, THEN the relationship must be suspended pending review.

OM-5. Staff Conduct & Dignity

- IF staff act in good faith and make errors, THEN correction and support are required, not punishment.
- IF staff act in bad faith, conceal harm, or retaliate, THEN disciplinary action is mandatory.
- IF dignity is compromised, THEN operations must stop until the issue is addressed.

OM-6. Safety & Hazard Response

- IF a hazard is identified, THEN it must be marked, logged, and communicated.

- IF a hazard poses immediate risk, THEN access must be restricted.
- IF conditions return to a safe state, THEN restrictions may be lifted.

OM-7. Overrides & Exceptions

- IF an override is required to prevent immediate harm, THEN it must be documented with reason, scope, and duration.
- IF an override is undocumented, THEN it is invalid.
- IF an override exceeds necessity, THEN it must be reversed.
- IF an override occurs, THEN it must be classified under the Constitution's Classification, Arbitration, and Accountability provisions.

OM-8. Transparency & Logging

- IF a material action occurs, THEN it must be logged.
- IF an action cannot be logged in the primary system, THEN it must not occur, EXCEPT THAT: IF the action is routine, reversible, and within role scope, THEN the action may proceed ONLY IF the actor creates an offline log stub at time of action containing timestamp, actor, scope, reason code, and invocation basis, and the stub is stored in a tamper-evident manner designated by Governance Schedule D (10.40).
- IF an offline stub is used, THEN the actor must enter the stub into the primary system within 72 hours of restored logging capability, as required by Governance Schedule D (10.40).
- IF offline stub usage recurs beyond defined norms OR any required stub field is missing, THEN automatic review is triggered under OM-11 or the Constitution's Classification, Arbitration, and Accountability provisions as applicable.
- IF records are incomplete, THEN remediation is required.
- IF an emergency requires immediate action, THEN action may proceed without prior logging solely to prevent imminent harm.
- IF logging is delayed beyond the emergency window, THEN the action must undergo classification review under OM-11.
- Logging is satisfied at time of action by creation of a minimal log stub containing timestamp, actor, scope, reason code, and invocation basis. Full narrative logging may be completed later as permitted elsewhere in this Manual.
- A valid emergency log stub must reference a pre-defined emergency category code and affected registry objects. Free-text-only stubs are invalid.

OM-9. Failure Handling

- IF failure occurs without bad faith, THEN transparency and correction are required.
- IF failure involves concealment or intent to harm, THEN escalation is mandatory.
- IF learning can prevent recurrence, THEN procedures must be updated.

OM-10. Review & Evolution

- IF an operational rule causes harm or friction, THEN it must be reviewed.
- IF improvements are identified, THEN revisions may be proposed.
- IF revisions conflict with the Constitution, THEN they must not be adopted.

OM-11. Emergency Authority

OM-11.A Invocation Rules

IF immediate action is required and normal authorization is infeasible, THEN staff may act narrowly to prevent harm.

IF emergency action occurs, THEN the action must be logged within the emergency window or undergo classification review under the Constitution's Classification, Arbitration, and Accountability provisions.

Emergency authority may only affect assets, systems, or persons explicitly listed in the Emergency Scope Registry as defined in the Constitution. Actions outside the registry are void.

Each emergency invocation authorizes either (A) one discrete action, OR (B) one tightly-related response bundle consisting only of actions necessary to control a single emergency condition.

Emergency invocation does not establish precedent and must not be cited as authorization for future actions outside the specific emergency condition documented.

IF a response bundle is used, THEN the actor must (1) list each bundled action in the emergency log stub, (2) state the single emergency condition being controlled, (3) state the stop condition, and (4) set an expiration time not exceeding 4 hours.

IF the emergency condition persists beyond the expiration time OR the scope expands to a different emergency condition, THEN a new emergency invocation and new log stub are required.

A response bundle must not include contracts, partner commitments, staff discipline, access revocation, policy changes, or any action that is irreversible without Governing Body approval.

OM-11.B Proportionality Test

Emergency action is narrowly scoped ONLY IF:

- it directly prevents imminent harm
- no less invasive alternative is available
- duration is limited
- no unrelated risks are introduced
- Emergency authority must not be used for actions that are irreversible without Governing Body approval.

IF any criterion is not met, THEN classification review is mandatory.

OM-11.C Rolling Invocation Trigger

IF emergency authority is invoked more than once by the same individual within a rolling 90-day window, THEN an automatic pattern review must occur.

IF an individual invokes emergency authority, THEN any additional invocation by that individual within the next 24 hours automatically triggers a mandatory pattern review flag, but does not prohibit invocation when needed to prevent imminent harm.

Pattern review must not presume misconduct and must default to Mistake classification unless evidence supports Violation or Abuse under the Constitution's Classification, Arbitration, and Accountability provisions.

OM-11.D Audit Hooks

IF emergency authority is invoked, THEN the system must:

- Timestamp the action
- Flag the actor's account
- Schedule mandatory log entry within 72 hours
- Notify Governing Body and Audit roles

Emergency invocations must be logged and made available for external arbiter or audit observer review. Automatic notification to an external arbiter or audit observer is required only if one or more of the following conditions are met:

- the emergency action is not fully reversed within its declared expiration window
- the emergency action materially affects a person, asset, or domain beyond the immediate emergency condition
- the same actor invokes emergency authority more than once within a rolling 90-day window
- any required log element is missing, inconsistent, or delayed beyond permitted limits

OM-11.E Enforcement

- All emergency invocations automatically start a review clock.
- IF the actor is incapacitated, displaced, detained, or under coercion, THEN the logging deadline is tolled until the incapacity ends.
- IF incapacity tolling is invoked, THEN the actor must complete logging within 72 hours of restored capacity.
- IF incapacity tolling exceeds 14 days, THEN automatic Classification Panel review is triggered.
- IF incapacity tolling is claimed without reasonable basis or supporting evidence, THEN the action escalates directly to Violation review. IF a Classification Panel review is triggered, THEN the invoking actor's emergency authority is automatically suspended until review closure.
- Expiration of the review clock without documented closure requires automatic human review by the Classification Panel or its delegate.
- No emergency action may bypass quorum, term-validity, or classification safeguards required by the Constitution.

OM-11.F Emergency Frequency Monitoring

IF emergency authority is invoked beyond peer norms within a rolling period, THEN the system must generate a comparative analytics report and initiate mandatory Classification Panel review.

OM-11.G Load Shedding and Triage

IF review volume exceeds capacity thresholds, THEN the Classification Panel must prioritize cases by demonstrated or potential harm. Deferred cases remain logged and reviewable.

OM-A. Pre-Registration Operating Kernel (Day-1)

Status: Binding during pre-registration phase only

Authority: Subordinate to the Constitution and Consolidated Governance Document

Expiration: This section expires automatically upon formal organizational registration or activation of a Governing Body, whichever occurs first.

OM-A.1 Scope and Function

This section defines a temporary execution kernel applicable only during the pre-registration phase.

This section creates no governance authority, confers no voting power, and does not modify any role defined in higher-order documents.

OM-A.2 Role-Limited Authority (Day-1)

IF the Founder is acting in an operational capacity, THEN the Founder may execute only routine, reversible, role-scoped actions necessary for care, safety, or maintenance.

IF Emergency Authority is invoked, THEN it must comply fully with the Emergency Invocation and Emergency Scope Registry provisions.

IF an action would create an obligation, contract, disciplinary effect, exclusion, or irreversible commitment, THEN the action must not be taken.

IF any other person is present in a helper, volunteer, or contractor capacity, THEN that person may act only under explicit role-scoped instruction or Emergency Authority.

IF authority is unclear, THEN the action must halt unless it is routine, reversible, and logged as provisional under GAP-BRIDGE rules.

OM-A.3 Mandatory Logging Requirements

IF any of the following occur, THEN the action must be logged at the time of action or immediately upon stabilization:

- Emergency Authority invocation
- Provisional or GAP-BRIDGE control use
- Any action affecting dog welfare
- Any action affecting human dignity
- Any access restriction
- Any safety condition
- Any asset use beyond trivial consumption

Minimum required log fields during pre-registration:

- Timestamp
- Actor
- Bounded factual description
- Reason code (EMERGENCY / PROVISIONAL / ROUTINE)
- Explicit expiration, if applicable

IF immediate logging is not possible due to active harm prevention, THEN logging must occur as soon as the condition stabilizes and must state the delay reason.

Logs must be reviewed periodically to identify cumulative effects that may not be evident from individual actions.

OM-A.4 Mandatory Escalation Conditions

IF an action is not reversible, THEN it must be escalated.

IF an action creates precedent, THEN it must be escalated.

IF an action affects housing, access, discipline, or exclusion, THEN it must be escalated.

IF the actor cannot explain the action to a neutral reviewer without defensiveness, THEN the action must be escalated.

IF no escalation body exists, THEN the actor must halt unless imminent harm exists, in which case the GAP-BRIDGE pathway must be used with explicit expiration and notification.

OM-A.5 Absolute Prohibitions

The following actions are prohibited at all times, including during emergencies:

Unlogged emergency actions are prohibited.

Informal bans, evictions, or access revocations are prohibited.

Compensation-by-sacrifice expectations are prohibited.

Consensus claims without a record are prohibited.

Silent or informal overrides are prohibited.

IF an action is procedurally prohibited, THEN it must not be taken regardless of perceived moral justification.

OM-A.6 Four-Hour Emergency Limitation

IF Emergency Authority is invoked, THEN actions must be narrowly scoped to a single harm condition.

IF four hours elapse after Emergency Authority invocation, THEN either the emergency must be declared resolved or the matter must transition to governance-level handling.

Emergency Authority must not be used to normalize unresolved conditions.

OM-B. Pre-Registration Pilot Guidance (First 30 Days)

Status: Non-binding execution guidance

Authority: Subordinate to Operational Manual

Function: Planning and classification aid only

OM-B.1 Actual Roles (No Assumed Authority)

Recognized roles during pre-registration are limited to:

- Founder acting as operational staff
- Helper or volunteer with no independent discretion
- Dog groomer (if facilities are present)

- External advisors with no authority

No additional roles or committees are implied.

OM-B.2 Decision Classification Table

The following table is a classification aid only. It does not grant permission.

Decision	Routine and Reversible	Notes
Temporary dog intake	Yes (bounded)	Explicit duration cap required
Emergency veterinary care	Yes	Emergency scope only
Food sourcing	Yes	No contracts permitted
Small equipment purchase	Yes	Subject to spending cap defined in Governance Schedule
Visitor presence	No	Requires explicit rule
Overnight guest	No	Default deny
Dog isolation	Yes	Must be logged
Access restriction	Emergency only	Never informal
Housing use	No	Governance-level
Media contact	No	Must not improvise

IF a decision is not explicitly classified, THEN the decision must not be executed except under Emergency Invocation.

OM-B.3 Carrying-Capacity Tripwires

IF any of the following conditions occur, THEN expansion actions must pause immediately:

- Any dog lacks daily care coverage
- Maintenance backlog exceeds seven days
- Logging falls behind more than seventy-two hours
- Emergency Authority is invoked twice within thirty days

OM-B.4 Early-Stage Logging Mechanism

During pre-registration, the following logging mechanism is permitted:

- One bound logbook with numbered pages
- One ink color only
- No page removal
- Index maintained at front

This allowance expires upon digital system activation.

IF the bound-logbook mechanism remains the sole logging system beyond ninety (90) days of operation, THEN the acting operator must document the reason for delay and place digital logging transition on the next governance or review agenda.

OM-B.5 Weekly Self-Review Requirement

IF operating during pre-registration, THEN once per week the acting operator must:

- Review all logs
- Flag any discomfort or ambiguity
- Record one sentence addressing potential external review concern

Failure to perform weekly review constitutes operational degradation.

New Doggerland - Operational Manual Companion Document v0.6.2

Contents

How to use this companion	3
If you are onboarding	3
What this companion cannot do	3
What this document is and is not	3
What this document is	3
What this document is not	4
Design intent in one paragraph	4
How to read the Operational Manual	4
IF / THEN logic is the interface	4
The Manual is subordinate and cannot create new authority	4
OM-0 General Operating Rules	4
Conflict handling	4
Operational gaps and the GAP-BRIDGE / PROVISIONAL CONTROL mechanism	5
Imminent harm exception routes to Emergency Invocation	5
GAP-BRIDGE and PROVISIONAL-AUTHORITY are unified	5
OM-1 Authority and Decision Escalation	5
OM-2 Stewardship Compliance	6
OM-3 Asset and Infrastructure Management	6
OM-4 Partner and Vendor Engagement	6
OM-5 Staff Conduct and Dignity	6
OM-6 Safety and Hazard Response	7
OM-7 Overrides and Exceptions	7
OM-8 Transparency and Logging	7
OM-9 Failure Handling	8

OM-10 Review and Evolution	8
OM-11 Emergency Authority	8
Invocation rules	8
Proportionality test	8
Rolling invocation triggers and pattern review	8
Audit hooks and enforcement	9
Frequency monitoring and load shedding	9
Companion document maintenance rule	9

Status: Non-binding explanatory companion

Authority: Subordinate to “New Doggerland - Operational Manual v0.6.2” and, above it, to “New Doggerland - Consolidated Governance Document v0.6.2”

Purpose: Explain intentions and mechanisms without creating new obligations

How to use this companion

This companion is here to make the operational manual easier to live with:

- it explains **why** procedures exist,
- it clarifies **how to apply judgment** without drifting out of bounds,
- it gives a shared language for **tradeoffs, exceptions, and review**.

If you are onboarding

Read, in order:

1. this section,
2. the sections that define **discretion limits** and **escalation**,
3. only then the manual sections you will actively use in your role.

What this companion cannot do

This companion does not override the operational manual or the consolidated governance document. Where there is any conflict, the higher-authority document controls.

What this document is and is not

What this document is

This document is a readable explanation of how the Operational Manual is designed to function in practice. It is written to help:

- staff,
- supervisors,
- partner organizations,
- auditors, and
- future stewards

understand the operational logic quickly and accurately.

What this document is not

This document is not:

- a source of authority,
- policy,
- a substitute for the Operational Manual,
- a mechanism to reinterpret rules, or
- a permission to deviate from the Operational Manual.

If there is any difference between this companion and the Operational Manual, the Operational Manual controls. If there is any difference between the Operational Manual and the Consolidated Governance Document, the Consolidated Governance Document controls.

Design intent in one paragraph

The Operational Manual exists to convert New Doggerland's governance constraints into executable operational behavior. It assumes that front-line work encounters ambiguity, missing instructions, system outages, urgent conditions, and human error. It therefore encodes narrow default rules, escalation triggers, and logging requirements so that routine work can continue safely, while non-routine or materially affecting actions are forced into attributable, reviewable pathways.

How to read the Operational Manual

IF / THEN logic is the interface

The Operational Manual is written as IF / THEN logic because staff must be able to execute rules under stress without interpretive debate. The goal is mechanical compliance: identify the trigger, perform the required action, and log what the rule requires.

The Manual is subordinate and cannot create new authority

The Manual cannot create new powers, override prohibitions, or expand emergency authority beyond what the Governance Document permits. Where a rule requires escalation, the escalation requirement exists specifically to prevent staff from being placed in the role of governance.

OM-0 General Operating Rules

Conflict handling

OM-0 establishes the primary conflict rules:

- If an operational instruction conflicts with the Constitution, it is void.
- If an operational instruction conflicts with law, it must be escalated for correction.

This prevents a common failure mode where staff follow an internal checklist that is wrong but “in writing.”

Operational gaps and the GAP-BRIDGE / PROVISIONAL CONTROL mechanism

OM-0 defines an operational gap narrowly: it exists only when no existing instruction, role norm, or prior recorded decision pathway reasonably applies to the action as executed.

When a gap exists, the default is to halt discretionary action and escalate for guidance. The only exception is the GAP-BRIDGE pathway, which is a tightly constrained temporary control permitted only when the action is routine, reversible, within role scope, creates no lasting obligation, risks no assets, and is logged with a reason code and short expiration.

Key design intent:

- Allow limited continuity for small reversible actions.
- Prevent the gap mechanism from becoming a shadow authority channel.

OM-0 also forces corrective governance action when a repeated gap appears. If the same gap is bridged more than once in a rolling 30-day period, governance must address it and further gap-bridge use is prohibited absent written continuation.

Imminent harm exception routes to Emergency Invocation

If an operational gap exists and stopping work would cause imminent harm to dog welfare or human dignity, OM-0 routes the actor to Emergency Invocation (OM-11) with a minimum-control requirement, explicit record fields, and a short expiration.

This is intended to ensure that harm-prevention is possible without turning “gaps” into permissions.

GAP-BRIDGE and PROVISIONAL-AUTHORITY are unified

OM-0 explicitly states that OM-0 GAP-BRIDGE and OM-1 PROVISIONAL-AUTHORITY are two labels for the same temporary control class (PROVISIONAL CONTROL) and that the strictest constraints apply cumulatively.

This is intended to prevent label-shopping.

OM-1 Authority and Decision Escalation

OM-1 operationalizes the basic decision boundary:

- Materially affecting decisions require documented approval by the governing authority.
- Routine and reversible decisions may be executed within role scope.

OM-1 then provides a narrow provisional pathway when authority is unclear. The mechanism requires contemporaneous logging, narrow scope, short expiration, and immediate escalation if

reversibility fails or reasonable disagreement arises about materiality. It also prohibits use for obligations, funds, discipline, access revocation, or precedent.

OM-1 further defines a “decision category” as the nature of the authority ambiguity and class of impact, preventing superficial variations from being used to evade the 30-day repetition trigger.

OM-2 Stewardship Compliance

OM-2 turns stewardship principles into stop rules:

- Short-term gain cannot override long-term stewardship.
- Proposals that risk welfare, safety, or dignity must be rejected or redesigned.
- Expansion pauses when maintenance capacity is insufficient.

This exists to prevent growth from outpacing the organization’s ability to maintain humane, safe operations.

OM-3 Asset and Infrastructure Management

OM-3 imposes acquisition and maintenance discipline:

- Do not acquire what cannot be maintained.
- Repair, replace, or remove assets that degrade welfare or safety.
- Prefer durable and repairable options over disposable ones when reasonable.

The design intent is “nonprofits can’t afford to buy cheap things” translated into operational stop conditions.

OM-4 Partner and Vendor Engagement

OM-4 is designed to prevent extraction and misalignment entering through partnerships:

- Do not enter exploitative or misaligned relationships.
- If alignment is uncertain, provisional engagement requires governance review.
- If a partner violates ND constraints, suspend pending review.

This prevents partners from becoming a backdoor governance channel.

OM-5 Staff Conduct and Dignity

OM-5 separates error from misconduct:

- Good-faith errors require correction and support, not punishment.

- Bad faith, concealment, harm, or retaliation requires mandatory discipline.
- If dignity is compromised, operations stop until addressed.

The intent is consistent with the Governance Document’s classification logic and anti-retaliation posture.

OM-6 Safety and Hazard Response

OM-6 operationalizes hazard handling:

- Identify, mark, log, and communicate hazards.
- Restrict access when hazards pose immediate risk.
- Lift restrictions when conditions return to a safe state.

This provides consistent field behavior that can be audited.

OM-7 Overrides and Exceptions

OM-7 treats overrides as exceptional and reviewable:

- Overrides are permitted only to prevent immediate harm and must be documented with reason, scope, and duration.
- Undocumented overrides are invalid.
- Excessive overrides must be reversed.
- Overrides must be classified under the Governance Document’s classification provisions.

This exists to prevent “temporary” exceptions from silently becoming permanent.

OM-8 Transparency and Logging

OM-8 treats logging as a condition of legitimacy:

- Material actions must be logged.
- If primary logging is unavailable, actions generally must not occur.

The exception allows routine, reversible, role-scoped actions to proceed with an offline stub containing required fields, stored tamper-evidently, and entered into the primary system within 72 hours of restored capability.

The design intent is:

- preserve continuity for small safe actions during outages,

- keep the audit spine intact,
- force review when offline logging deviates from norms or is incomplete.

OM-8 also defines minimum stub content and requires emergency stubs to reference pre-defined emergency category codes and registry objects, rejecting free-text-only stubs.

OM-9 Failure Handling

OM-9 enforces the response pattern:

- Good-faith failure requires transparency and correction.
- Concealment or intent to harm requires mandatory escalation.
- Procedures must update when learning can prevent recurrence.

OM-10 Review and Evolution

OM-10 is the improvement loop:

- Harm or friction triggers review.
- Improvements may be proposed.
- Conflicts with the Constitution bar adoption.

OM-11 Emergency Authority

Invocation rules

OM-11 defines emergency authority as narrow action to prevent harm when normal authorization is infeasible, within the Emergency Scope Registry, and with explicit non-precedent constraints. It distinguishes between one discrete action and one tightly-related response bundle, with listing requirements, stop conditions, and short expirations.

It explicitly excludes contracts, partner commitments, discipline, access revocation, policy changes, and irreversible actions without Governing Body approval.

Proportionality test

OM-11 imposes a proportionality test to ensure emergency actions remain narrowly scoped and require classification review if criteria are not met.

Rolling invocation triggers and pattern review

OM-11 triggers automatic review when the same individual invokes emergency authority more than once in a rolling window and flags repeat invocations within 24 hours. Pattern review does not presume misconduct and defaults to Mistake unless evidence supports Violation or Abuse under the Governance Document.

Audit hooks and enforcement

OM-11 specifies system behaviors (timestamping, flagging, scheduling mandatory log entry, notifications) and defines when external arbiter or audit observer notification is required based on reversibility, scope expansion, repeat invocation, or logging defects.

It also defines tolling rules for incapacity and escalation triggers if tolling is abused or exceeds limits, including automatic emergency authority suspension pending review when a Classification Panel review is triggered.

Frequency monitoring and load shedding

OM-11 includes comparative analytics reporting for outlier emergency use and a triage rule when review volume exceeds capacity, prioritizing by harm while keeping deferred cases logged and reviewable.

Companion document maintenance rule

This companion document may be updated for clarity and readability, but must remain strictly derived from the Operational Manual. Any update that could be interpreted as creating new obligations must be rejected.

New Doggerland

Donor-Advised Fund (DAF) Safety & Accountability Overview

Status: External explanatory overview (non-binding)

Authority: Subordinate to all governance and operational documents

Contact for compliance inquiries: compliance@newdoggerland.org

Purpose of this document

This document explains how donor funds are **constrained, monitored, and reviewable** within New Doggerland's governance and operations framework. It is written for Donor-Advised Fund (DAF) administrators, compliance teams, and donors seeking **high-confidence, low-surprise grant pathways**.

This document does not create authority, permissions, or obligations. If any discrepancy exists, controlling governance and operational documents prevail.

Rationale for Early-Stage Funding

Donor-advised funds and other fiduciary intermediaries are typically advised to prioritize organizations with established operating history, scale, and demonstrated outcomes. This guidance reflects the reality that governance and accountability systems are often developed reactively, after growth has begun.

New Doggerland was intentionally designed in the opposite order.

Governance, control, and accountability mechanisms were established prior to scale, reputation, or external validation. This allows funders to evaluate safety and stewardship directly, rather than inferring them from success.

As organizations mature, governance systems tend to harden around existing habits and legacy decisions. Early-stage formation is therefore the only period in which safety can be designed without exception or retrofitting.

For this reason, early funding of New Doggerland is not a speculative commitment to outcomes. It is a bounded opportunity to observe and validate governance functioning under real but constrained operating conditions.

Role of Early Funders

Early funders support operations within predefined thresholds and observe governance processes such as escalation, logging, and board engagement as they occur.

Early funders do not underwrite rapid expansion, discretionary growth, or outcome-driven urgency. Their role is to validate that governance systems operate as designed before scale introduces additional complexity.

How donor funds are protected by design

New Doggerland is structured so that **no individual can unilaterally control donor funds**, including founders, staff, or emergency actors.

Key protections include:

- **Explicit Material Action thresholds** requiring Governing Body approval for spending, contracts, compensation, and access.
- **Aggregation rules** preventing incremental bypass of approval thresholds.
- **Segregation of duties** prohibiting the same person from initiating and approving financial actions.
- **Emergency authority** that is explicitly barred from affecting donor funds, contracts, or compensation.

Any financial action must be authorized at the appropriate level, logged at the time of action, and subject to post-action review.

Where donor funds can and cannot go

Subject to donor restriction and approval level, funds may be used for:

- Direct animal welfare operations and care
- Safety and infrastructure improvements
- Emergency veterinary response (non-compensatory)
- Governance, audit, and compliance capacity

Donor funds may not be used for:

- Founder or staff compensation without explicit approval
- Expansion beyond operational capacity
- Contracts or obligations created under emergency authority
- Informal, undocumented, or retrospective actions

- Any purpose outside New Doggerland’s mission lock

All uses are evaluated against welfare, dignity, and long-horizon stewardship constraints.

Emergency situations do not bypass accountability

New Doggerland is designed to operate safely under stress.

- Emergency authority is narrowly scoped, time-limited, and logged.
- Emergency actions do not establish precedent.
- Repeated or extended emergency use automatically triggers review.
- Emergency authority cannot access or move donor funds.

Emergencies are treated as reviewable events, not justifications for discretion.

Logging, auditability, and transparency

All material actions are subject to a **tamper-evident, append-only logging system**:

- Logs are created at the time of action or immediately upon stabilization.
- Corrections occur by addition, never deletion.
- Access and edits are traceable.
- Gaps or delays automatically trigger review.

This structure supports internal audit, external audit, donor inquiry, and regulator inquiry.

Governance resilience and founder constraints

- The Founder holds no unilateral authority over funds or policy.
- The Founder cannot self-authorize compensation or benefit.
- Governance continues independently of any one individual.
- Conflicts of interest are screened and documented.

The system is designed to outlive personalities and remain legible to external reviewers.

Safe exit and corrective pathways

DAF safety includes the ability to pause, redirect, or unwind.

New Doggerland’s framework supports:

- Suspension of activities that exceed capacity
- Corrective action following logged failure
- Donor-restricted fund accounting
- Clean project wind-down if required

There are no informal override paths.

Why this matters for DAFs

Most organizations rely on trust. New Doggerland is designed for **scrutiny**.

- Constraints are explicit.
- Authority is bounded.
- Failures are legible.
- Emergencies do not expand power.
- Oversight is structurally invited.

This makes New Doggerland a suitable recipient for restricted, high-accountability donor funds.

New Doggerland

Grant Menu Appendix:
Safe Donation Pathways for Donor-Advised Funds

Status: External explanatory appendix (non-binding)

Authority: Subordinate to all governance and operational documents

Companion to: DAF Safety & Accountability Overview

Contact for compliance inquiries: compliance@newdoggerland.org

Purpose of this appendix

This appendix provides a **menu of common grant pathways** that align with New Doggerland's governance, operational constraints, and audit framework.

It is intended to help Donor-Advised Funds and donors:

- translate donor intent into enforceable restrictions,
- select low-risk funding pathways, and
- understand the oversight and reporting associated with each grant type.

This appendix does not create permissions or authority. All grants remain subject to governing thresholds, approval requirements, and logging rules.

How to use this menu

Each grant type below includes:

- **Intended use**
- **Explicit exclusions**
- **Oversight and review characteristics**

DAFs may adopt these categories directly or use them as templates when drafting restricted-grant language.

Grant Menu

1. Animal Welfare Operations (Non-Expansionary)

Intended use:

- Daily care, feeding, enrichment, and routine veterinary support
- Consumables and routine supplies

Explicit exclusions:

- Expansion beyond existing operational capacity
- Capital construction or land acquisition
- Compensation changes without explicit approval

Oversight profile:

- Subject to Material Action thresholds
- Logged as routine operational activity
- Included in periodic operational reporting

2. Emergency Veterinary Care Reserve

Intended use:

- Urgent veterinary intervention to prevent animal suffering or death
- Time-critical medical stabilization

Explicit exclusions:

- Compensation or stipends
- Non-medical emergency actions
- Long-term program expansion

Oversight profile:

- Emergency actions are time-limited and logged
- Post-action review is mandatory
- Emergency authority cannot access or reallocate donor funds

3. Safety, Maintenance, and Infrastructure Integrity

Intended use:

- Facility safety upgrades
- Repairs necessary to preserve welfare, dignity, or environmental safety
- Replacement of degraded or hazardous equipment

Explicit exclusions:

- Capacity expansion or new-site development
- Speculative or aesthetic improvements

Oversight profile:

- Subject to spending and aggregation thresholds
- Requires documented maintenance or safety rationale
- Reviewable through asset and infrastructure logs

4. Governance, Audit, and Compliance Capacity

Intended use:

- Independent audit or review services
- Governance tooling and compliance systems
- Training related to oversight, safety, or ethical operations

Explicit exclusions:

- Operational program expansion
- Unreviewed consulting arrangements

Oversight profile:

- Governed by delegation and approval matrix
- Logged as governance-support activity
- Particularly suitable for risk-averse donors

5. Restricted Pilot or Time-Bound Program Support

Intended use:

- Clearly defined, time-limited initiatives
- Programs with explicit scope, duration, and success criteria

Explicit exclusions:

- Open-ended commitments
- Policy exceptions or governance overrides

Oversight profile:

- Requires pre-defined scope and expiration
- Subject to heightened review if extended or repeated
- Failure or discontinuation is logged and reviewable

Notes for DAF administrators

- All grant categories remain subject to New Doggerland's mission lock, welfare and dignity constraints, and materiality thresholds.
- Donor-restricted accounting and reporting are supported.
- Clean suspension, redirection, or wind-down is possible if required.