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We developed this charter for the Lake Tahoe West Restoration Partnership. It has a very high level of detail given the multiple governance elements, including five organizing agencies signing as peers. It serves as a good point of reference for the topics that one could consider including in a charter, whether in simplified or complex form.

AGENCY AND STAKEHOLDER CHARTER

LAKE TAHOE WEST RESTORATION PARTNERSHIP

Adopted on April 4, 2017

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1. Purpose of this Agency and Stakeholder Charter

This Agency and Stakeholder Charter explains how the participants of the Lake Tahoe West Restoration Partnership (Lake Tahoe West) will work together, including representation, roles and responsibilities, decision-making, and operational protocols.

2. Goals and Phases of the Lake Tahoe West Restoration Partnership

Lake Tahoe West is an interagency, multi-jurisdictional initiative that includes stakeholder participation and a science team. Its primary goal is to restore and maintain the resilience of the forests, watersheds, recreational opportunities, and communities on Lake Tahoe's western

shore within 10 years. Resilience refers to managing the landscape in ways that enhance its capacity to withstand drought, climate change, wildfire, increased visitor use, bark beetles, and other stressors, without the loss of its ecological processes and its cultural, recreational, and economic values. The role of science in Lake Tahoe West is to provide objective, impartial information that informs decision-making.

The initiative's secondary goal is to develop an approach to landscape restoration that can be replicated in and customized to the north, east, and south shores of the Lake Tahoe Basin, and the Sierra Nevada generally.

Phases of Lake Tahoe West include (1) assessing the landscape and identifying the highest priority areas for restoration; (2) developing a multi-jurisdictional landscape restoration strategy, based on scientific modeling and deliberation of several potential management approaches; (3) planning a corresponding restoration project or series of projects; (4) permitting the project(s); and (5) implementing, monitoring, and improving the project(s) over time. Phases 1-3 will take two to three years, and Phases 4-5 will take around seven years to complete. The largest amount of stakeholder work will occur during the first three years.

3. Representation

A. Organizing Agencies

Four public agencies and two organizations share responsibility for organizing, staffing, funding, and overseeing the Lake Tahoe West initiative. Collectively these comprise the “**organizing agencies**,” and include:

1. California Tahoe Conservancy (Conservancy)
2. U.S.D.A. Forest Service's Lake Tahoe Basin Management Unit (LTBMU)
3. Tahoe Regional Planning Agency (TRPA)
4. California Department of Parks and Recreation (State Parks)
5. Tahoe Fire and Fuels Team (TFFT)
6. National Forest Foundation (NFF)

B. Participating Agencies

The Lahontan Regional Water Quality Control Board (RWQCB - Lahontan), and the U.S.D.A. Forest Service's Pacific Southwest Research Station (PSW), Tahoe National Forest (TNF), and Eldorado National Forest (ENF) are “**participating agencies**.”

C. Stakeholders

The stakeholders include organizations, businesses, public agencies, and tribal governments who represent a range of interests regarding forest and watershed management. The broad areas of interest include but are not limited to:

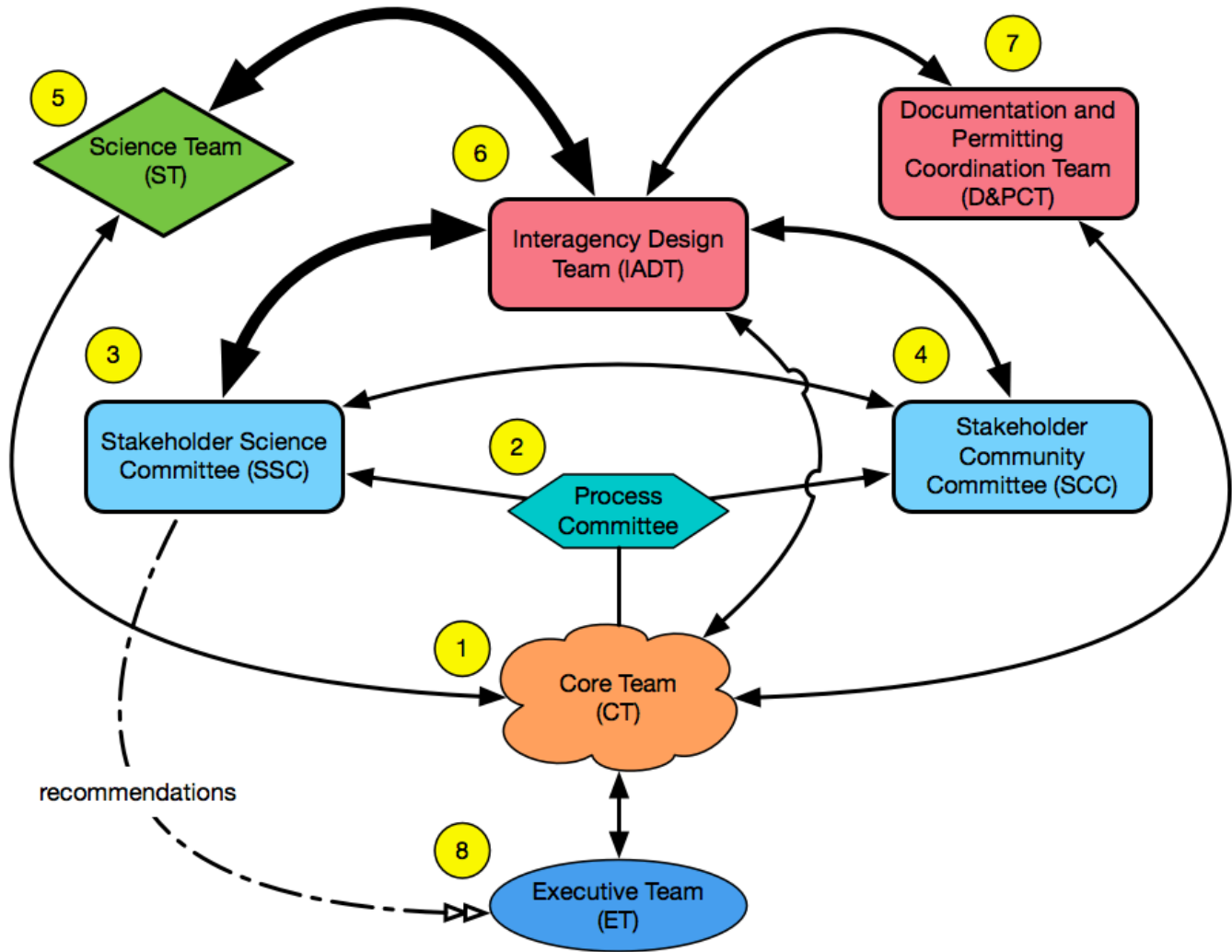
- Air quality and smoke
- Biomass
- Business, tourism and resorts
- Conservation
- Cultural resources
- Fire protection
- Forest products and contracting
- Homeowners and private landowners
- Land management
- Public utilities
- Recreation
- Regulation
- Transportation and access
- Water resources

4. Governance Structure

The governance structure for Lake Tahoe West consists of ten elements, in no particular order:

1. Interagency “Core Team”
2. Process Committee
3. Stakeholder Science Committee
4. Stakeholder Community Committee
5. Science Team
6. Interagency Design Team
7. Documentation & Permitting Coordination Team
8. Executive Team
9. Technical Network
10. Independent Technical Panel

The diagram on the next page illustrates the predominant interactions between the first eight governance elements, which are standing elements, as indicated by the arrows and their relative thickness; there may also be additional interactions between elements as needed.



5. Roles and Responsibilities

Organizing agencies: These agencies share responsibility for organizing, staffing, funding, and overseeing the Lake Tahoe West initiative. The organizing agencies have additional responsibilities that are detailed below under the Interagency Design Team, Documentation and Permitting Coordination Team, Core Team, and Executive Team.

National Forest Foundation: NFF is an organizing agency with additional responsibilities. Per the award of a Proposition 1 planning grant (Agreement Number CTA 15 018L) by the California Tahoe Conservancy to establish Lake Tahoe West, the National Forest Foundation (NFF) provides program management and neutral facilitation services.

- With regard to program management, the NFF Program Manager-Facilitator has responsibility for developing a work plan and ensuring that the initiative adheres to this as closely as possible. Responsibility also involves coordinating the work of the managers and staff, particularly tracking action items and ensuring the timely

preparation, revision, and completion of work products. It also includes maintaining the list of members and participants in the various governance elements, managing the stakeholder groups, and managing communications.

- With regard to facilitation, the NFF Program Manager-Facilitator remains neutral with regard to the substance of landscape restoration, and instead has responsibility for designing and managing an inclusive, fair, transparent, rigorous, and effective interagency and stakeholder process. This includes helping to formulate meeting goals and agendas, developing facilitation strategies to accomplish specific tasks, and designing facilitation-related materials; electronically distributing materials sufficiently far in advance to allow members to review materials before the meeting; managing meetings and dialogue, including balancing participation and enforcing ground rules; and overseeing the preparation of meeting summaries that document major points of discussion, recommendations, and action items. It also involves serving as a confidant for members who wish to express concerns privately, whether about the substance of discussions or the process. Overall, it includes building the capacity of all participants to use collaborative strategies to improve planning and management outcomes.

Participating agencies: Each participating agency has a specific role and responsibilities.

- **Lahontan Regional Water Quality Control Board** provides information on its regulations, and participates in agency deliberations as requested, for the purpose of clarifying regulatory procedures, requirements, and considerations. The Board also issues permits, and helps to coordinate permits required by the State Water Resources Control Board.
- **Pacific Southwest Research Station** leads the scientific modeling that will inform the landscape restoration strategy and the restoration project(s). PSW also provides advice on additional scientific tasks and work products, such as the landscape assessment, as requested and as feasible.
- Given the shared boundary around the Lower Truckee River, the Lake Tahoe West Restoration Partnership (LTW) has a special relationship with the **Tahoe National Forest** (TNF). To ensure the consistency and compatibility of analyses and planning in this boundary area, LTW will share information and coordinate regularly with TNF to obtain input and feedback on topics of mutual concern. While future LTW project planning will most likely occur only within the Lake Tahoe Basin, LTW will utilize a larger analysis area when developing its landscape assessment and landscape restoration strategy.
- Given the shared boundary along the western boundary of the Lake Tahoe Basin, including Desolation Wilderness, the Lake Tahoe West Restoration Partnership (LTW) has a special relationship with the **Eldorado National Forest** (ENF). To ensure the consistency and compatibility of analyses and planning in this boundary area, LTW will share information and coordinate regularly with ENF to obtain input and feedback on topics of mutual concern. While future LTW project planning will most likely occur only within the Lake Tahoe Basin, LTW will utilize a larger analysis area when developing its landscape assessment and landscape restoration strategy.

If they desire to play a formative role in the planning, funding, and implementation of Lake Tahoe West, new participating agencies may join the initiative with the consensus of the organizing agencies, including the designation of a specific role and responsibilities.

Interagency “Core Team”: Consists of executives, managers and subject matter experts from the organizing agencies, and the participating agencies as requested, as well as the NFF Program Manager and Facilitator. The Core Team has responsibility for working closely with the NFF Program Manager and Facilitator to plan, seek input on, coordinate, and manage all parts of Lake Tahoe West, including each of the governance elements.

Stakeholder Groups: Includes both the Stakeholder Science Committee and the Stakeholder Community Committee. Consists of designated representatives of organizations, businesses, public agencies, and tribal governments, who represent a range of interests regarding forest and watershed management. Detailed roles and responsibilities for each of these committees follow below.

Process Committee: Consists of a small number of members from the two Stakeholder Groups and from the Core Team. The Process Committee has responsibility for planning the Stakeholder Science Committee and the Stakeholder Community Committee meeting agendas, and providing feedback and guidance on their work. Participation will be voluntary, be broadly representative of the interests involved in Lake Tahoe West, and may rotate over time.

Stakeholder Science Committee (SSC): The SSC is one of the two Stakeholder Groups, and has responsibility for working collaboratively with the Interagency Design Team, and other governance elements as needed, to provide review, critique, and guidance regarding the scientific concepts, information, and analyses that constitute the landscape assessment, landscape restoration strategy, project planning, permitting, and monitoring/performance measurement and improvement. This includes but is not limited to the interests associated with air quality and smoke; biomass; conservation; cultural resources; land management; and water resources. The SSC recommends final IADT work products to the Executive Team for approval. The SSC presents information to the Stakeholder Community Committee to explain the scientific basis of its recommendations, and discusses associated questions and considerations. It shares responsibility with the Stakeholder Community Committee for reviewing and providing input on organizing agency budgeting for Lake Tahoe West project implementation (including planned expenditures for staff, equipment, contracts, and monitoring), and corresponding reporting (including actual expenditures and accomplishments). Finally, it shares responsibility with the Stakeholder Community Committee for annually reviewing and providing input on the calendar of activities (i.e., work plan). The SSC and Stakeholder Community Committee have regular joint-meetings to share information and discuss topics of mutual concern.

Stakeholder Community Committee (SCC): The SCC is one of the two Stakeholder Groups, and has responsibility for engaging with the Interagency Design Team, and other governance elements as needed, to provide review, feedback, and input regarding the non-scientific

concepts, information, and analyses that constitute the landscape assessment, landscape restoration strategy, project planning, permitting, and monitoring/performance measurement and improvement. This includes but is not limited to the interests associated with business, tourism and resorts; fire protection and public safety; homeowner and private landowners; public utilities; recreation; and transportation and access. The SCC shares responsibility with the Stakeholder Science Committee for reviewing and providing input on organizing agency budgeting for Lake Tahoe West project implementation (including planned expenditures for staff, equipment, contracts, and monitoring), and corresponding reporting (including actual expenditures and accomplishments). Finally, it shares responsibility with the Stakeholder Science Committee for annually reviewing and providing input on the calendar of activities (i.e., work plan). The SCC and Stakeholder Science Committee have regular joint-meetings to share information and discuss topics of mutual concern.

Science Team: Consists of scientists from the U.S.D.A. Forest Service Pacific Southwest Research Station, University of California at Davis, University of Nevada at Reno, Desert Research Institute, and Portland State University. Led by two Science Coordinators, the Science Team has responsibility for conducting the modeling that will inform the landscape restoration strategy and the restoration project(s). PSW also provides advice on additional scientific tasks and work products, such as the landscape assessment, as requested and as feasible. The two Science Coordinators also participate, as feasible, in the meetings of the Interagency Core Team, Interagency Design Team, and Stakeholder Science Committee.

Interagency Design Team (IADT): Consists of managers and subject matter experts from the organizing agencies, and the participating agencies as requested. The IADT has responsibility for developing the concepts, information, and analyses that constitute the landscape assessment, landscape restoration strategy, corresponding project planning and permitting, and performance measurement/monitoring and improvement. The IADT works collaboratively with the Stakeholder Science Committee, meaning that it makes the best possible effort to incorporate their interests, concepts, and suggestions in work products. The IADT also involves the Stakeholder Community Committee, meaning that it considers carefully their comments, feedback, and input when developing work products. The IADT has responsibility for producing necessary environmental decision documentation and completing necessary permitting and reviews, and will work closely with the Documentation and Permitting Coordination Team for this purpose.

Documentation and Permitting Coordination Team (D&PCT): Consists of managers and subject matter experts from the organizing agencies, and the participating agencies as requested. The D&PCT has responsibility for working with the IADT to identify informational and analytical needs for the environmental decision documents, regulatory permits, and regulatory reviews associated with project planning, implementation, and monitoring. It also has responsibility for working with the IADT to coordinate efforts to meet these informational and analytical needs, to coordinate the production of necessary documentation across agencies, and to coordinate the completion of necessary permitting and reviews across agencies.

Executive Team: Consists of executives from the organizing agencies, as well as RWQCB - Lahontan. The Executive Team, as appropriate, has responsibility for providing policy guidance as needed, reviewing and approving final work products recommended by the Stakeholder Science Committee, and overseeing the process as a whole.

Technical Network: Consists of additional subject matter experts who are not part of the Science Team, Interagency Design Team, Stakeholder Science Committee, or Stakeholder Community Committee. On an as-requested basis, the Technical Network has responsibility for providing feedback, information, and suggestions regarding specific scientific, economic, planning, or other technical issues. Technical network events are most likely to take the form of workshops that also include members of the other governance elements.

Independent Technical Panel: Consists of a small number of independent subject matter experts. On an as-requested basis, the Panel has responsibility for working together to provide independent technical review of work products, and corresponding recommendations.

Work Groups: Consists of a small number of members from the Stakeholder Groups and/or designated subject matter experts from their organization, business, agency, or tribal government, and/or individuals from the Interagency Design Team. Created on an as-needed basis, each work group will have a specific charge. Participation will be voluntary. To keep group size small and thus allow for expeditious work, the facilitator may ask interest-based caucuses to identify a single member for a given group. The group may consult external experts as needed. Any materials developed by committees or work groups will be brought back to the respective Stakeholder Group(s) for discussion, revision as needed and, if applicable, recommendation.

6. Authority, Decision-Making, and Collaboration

This Charter does not grant one agency any authority over another. This includes over project planning and design, environmental decisions documents, regulatory permits, regulatory reviews, or project implementation.

A. The Executive Team

The **Executive Team** will seek consensus (unanimous agreement) on primary decisions (specified below). Note, however, that although NFF and RWQCB - Lahontan will be welcome to provide suggestions, comments, and feedback on any and all topics during Executive Team deliberations, they will not be asked to make decisions.

- Consensus means that a party will not block the decision. Consensus may include the party supporting a decision, neutrality, or abstaining from a decision; in common parlance, the party “can live with” the decision.

With regard to recommendations from the Stakeholder Science Committee (SSC): If, after good faith, interest-based negotiation (defined in the next bullet), the Executive Team cannot reach consensus on a recommendation, they will provide the SSC and Interagency Design Team with an explanation of the issues where disagreement remains. The Executive Team may then ask the SSC and Interagency Design Team to work further to resolve disagreement, and to return with a revised proposal. Or the Executive Team may decide that it wishes to proceed without consensus, document its explanation of where disagreement remains, and move forward based on the preferred decision of the supermajority (4 of 5 agencies, from among the Conservancy, LTBMU, TRPA, State Parks, and TFFT).

- Good faith, interest-based negotiation consists of: sharing information, not personalizing disagreement, working to understand each other's concerns and interests, identifying objective criteria to use in decision-making, and working to develop inclusive solutions that meet one's own interests while simultaneously meeting those of the other parties.
- Good faith, interest-based negotiation is a crucial prerequisite for the Executive Team to conclude it cannot reach consensus. Good faith negotiation differentiates a consensus-seeking decision rule from an end-run to a majority or supermajority vote.

Primary decisions of the organizing agencies of the Executive Team include:

1. Agency and Stakeholder Charter
2. Communication materials
3. The Lake Tahoe West boundary
4. Essential management questions
5. A finance strategy
6. Priority areas for landscape restoration
7. Landscape restoration goals
8. Ranking of management approaches/strategies
9. Monitoring plan and performance measures
10. Joint NEPA-CEQA Scoping Notice(s) & Proposed Action(s)

These are included in the Lake Tahoe West calendar of activities (i.e., work plan).

The organizing agencies of the Executive Team will also seek consensus on secondary decisions. If, after good faith, interest-based negotiation, the Executive Team cannot reach consensus, they can make secondary decisions based on the preferred decision of the majority (3 of 5 agencies, from among the Conservancy, LTBMU, TRPA, State Parks, and TFFT).

- Secondary decisions of the organizing agencies may include, but are not limited to, topics such as logistics and other work products not listed as primary decisions, and operational decisions needed to advance the work of the group.

B. Stakeholder Science Committee

The **Stakeholder Science Committee** will seek consensus on the primary recommendations it makes to the Executive Team. To the extent it cannot reach consensus – again, after good faith negotiation – it may provide the Executive Team with more than one recommendation. In this case, it will explain the issues where disagreement remains, and request the Executive Team to provide guidance or make a decision to move the project forward.

Primary recommendations of the Stakeholder Science Committee include:

1. The Lake Tahoe West boundary
2. Essential management questions
3. Landscape resilience framework
4. Priority areas for landscape restoration
5. Landscape restoration goals
6. Management approaches/strategies
7. Ranking of management approaches/strategies
8. Outline of Proposed Action elements
9. Objectives for landscape-scale project(s)
10. Monitoring plan and performance measures
11. Recommended Proposed Action(s)
12. Annual monitoring and performance measurement reports

These are included in the Lake Tahoe West calendar of activities (i.e., work plan).

The Stakeholder Science Committee will also seek consensus on secondary recommendations. If, after good faith, interest-based negotiation, it cannot reach consensus, it can make secondary recommendations based on the preferred recommendation of a 75% supermajority of members present.

- Secondary recommendations of the Stakeholder Science Committee may include, but are not limited to, topics such as communication materials, logistics, participation in external events and groups, the hiring of consultants, other work products not listed as primary recommendations, and day-to-day decisions needed to advance the work of the group.

C. Stakeholder Community Committee

The **Stakeholder Community Committee** will seek consensus on the review, feedback, and input it provides to the Interagency Design Team. While helpful, however, reaching consensus is not required for the Stakeholder Community Committee to fulfill its duties; meeting summaries will document the issues, common ground, as well as areas of disagreement that the Interagency Design Team needs to consider. The Stakeholder Community Committee will provide review, feedback, and input on the following topics:

1. The Lake Tahoe West boundary
2. Essential management questions
3. Landscape resilience framework
4. Priority areas for landscape restoration
5. Landscape restoration goals
6. Management approaches/strategies
7. Ranking of management approaches/strategies
8. Outline of Proposed Action elements
9. Objectives for landscape-scale project(s)
10. Monitoring plan and performance measures
11. Recommended Proposed Action(s)
12. Annual monitoring and performance measurement reports

These are included in the Lake Tahoe West calendar of activities (i.e., work plan).

The Stakeholder Community Committee will also seek consensus on secondary topics. Again, however, reaching consensus is not required for the Stakeholder Community Committee to fulfill its duties.

- Secondary topics may include, but are not limited to, communication materials, logistics, participation in external events and groups, the hiring of consultants, other work products not listed in the preceding topics, and day-to-day decisions needed to advance the work of the group.

D. Interagency Design Team

The **Interagency Design Team** will seek consensus on the work products that it prepares for the Stakeholder Science Committee and Stakeholder Community Committee. To the extent it cannot reach consensus – again, after good faith negotiation – it may provide the respective committee(s) with more than one version of a given work product.

E. Collaboration between Stakeholder Science Committee and Interagency Design Team

The Stakeholder Science Committee and Interagency Design Team will work collaboratively, both within their groups and in the interactions between the two.

- This means not only sharing information and receiving feedback, but working to ensure that the interests of all parties are sincerely addressed and clearly reflected in the work products. This is likely to include jointly developing scientific analysis frameworks (including but not limited to modeling); reviewing data, results, and interpretations; and negotiating associated scientific recommendations.

- This involves an iterative process of expanding, narrowing, and refining the range of ideas considered. It requires building trust, developing the ability to work through conflict, making commitments, being accountable, attention to detail, and patience.
- The goal is to develop solutions that all parties can support and, ideally, advocate for well into the foreseeable future.

7. Stakeholder Group Membership and Responsibilities

Membership in either Stakeholder Group – the Stakeholder Science Committee or the Stakeholder Community Committee – requires an organization, business, agency, or tribal government to commit to adhere to and uphold this charter, as indicated by the signature of their primary representative or other authorized person at the end of this document. In some circumstances, this commitment may be made verbally or via electronic communication. Participation in Lake Tahoe West is voluntary.

Each organization, business, agency, or tribal government designates a primary and alternate representative.

New members will have the same requirement and the same responsibilities as existing members.

Responsibilities: In addition to the collective responsibilities described in *Roles and Responsibilities* above, members also have the following individual responsibilities:

1. Attend and prepare for each meeting. This includes reviewing materials in advance, and reviewing the summary of the previous meeting if they missed it. Members must attend at least half of the annual meetings to retain their membership.
2. If the primary representative cannot attend, they may send their alternate. In this case, the primary representative is required to ensure continuity by briefing the alternate on recent discussions, including the concerns and interests that the primary representative expressed previously, as well as recent decisions about how to proceed.
3. Serve as the liaison for their respective organization, business, agency, or tribal government (and membership or constituency, as applicable), including sharing news about Lake Tahoe West with their colleagues, and bringing their colleagues' questions, concerns, and ideas into the Lake Tahoe West conversation. This liaising is critical for a Stakeholder Science Committee member to make a recommendation, and for a Stakeholder Community Committee member to provide accurate feedback and input. If applicable, each member is expected to adhere to their organization, business, agency, or tribal government's internal decision-making procedure.
4. Provide requested information that is directly relevant to the discussions, or explain why they cannot provide that information. Conversely, if members choose to provide

preliminary, proprietary, or confidential information, treat it according to the provider's stipulations.

5. Only make commitments that one intends to keep, and have the time and resources to do so. Generally, act in a manner that enhances trust among all participants.
6. As described in section 6 on Authority, Decision-Making, and Collaboration, negotiate in good faith and based on interests, which in practice means sharing information, not personalizing disagreement, working to understand each other's concerns and interests, identifying objective criteria to use in decision-making, and working to develop inclusive solutions that meet one's own interests while simultaneously meeting those of the other parties.

8. Public Participation in Stakeholder Group Meetings

Stakeholder Science Committee and Stakeholder Community Committee meetings are open to the public. Interested parties are welcome to attend and observe. Interested parties may ask questions and make comments during times denoted on meeting agendas, and at the end of agenda items, time permitting. The intent of this provision is to ensure that members of the Stakeholder Groups and agency representatives at these meetings can complete their work and discussions in a timely fashion. Interested parties do not participate in decision-making.

9. Information Sources

The Lake Tahoe West initiative uses the best available science. This ensures the scientific integrity of discussions and analyses by transparently referencing sources relied upon; identifying methods used; disclosing incomplete or unavailable information, limitations, risks, and uncertainties; and discussing alternative interpretations and approaches.

In addition to peer-reviewed, published scientific literature, the initiative also considers the following sources of information relevant:

1. Traditional ecological knowledge
2. Field experience and observations
3. Technical reference or guidance documents
4. Internal agency reviews (e.g., Forest Service science consistency reviews)
5. Professional and agency reports
6. Subject matter expert comments

10. Scientific Dispute Resolution and Joint Fact-Finding

Joint fact-finding is structured method of inquiry that can be used to resolve scientific disputes. While Stakeholder Science Committee members will still need to consider other information and their own values when making recommendations, joint fact-finding provides a valuable method for a group to establish how it will use the scientific information available to move forward.

The Stakeholder Science Committee can initiate joint fact-finding when a supermajority of members present, or the NFF facilitator, determines that the group is at a scientific impasse. The process involves forming a small work group of Stakeholder Science Committee members, agency experts, and (if desired) outside experts to work through the following steps:

1. Pose as specifically as possible the question(s) that underlie the dispute;
2. Gather the most relevant peer-reviewed published literature;
3. Individually read and then collectively review the literature, noting as findings the areas of convergence and divergence, gaps, and uncertainties;
4. Prepare a summary of findings for the remaining members of the Stakeholder Science Committee as well as the Stakeholder Community Committee, including a consensus recommendation for how to proceed; and
5. Present the summary to the remaining members of the Stakeholder Science Committee as well as the Stakeholder Community Committee, and answer questions about its recommendation.

If the work group cannot reach consensus on a recommendation, it may provide two recommendations to the Stakeholder Science Committee and Stakeholder Community Committee.

The Stakeholder Science Committee will then determine how to proceed. This may involve asking the work group to conduct additional fact-finding, or using its decision-making procedure for secondary recommendations.

11. Monitoring, Performance Measurement, and Improvement

Monitoring, conducted during Phase 5, provides the foundation for determining whether Lake Tahoe West restoration projects developed and permitted during Phases 3 and 4 are properly implemented (implementation monitoring); achieving desired outcomes, including positive or negative ecological, social, and economic effects (effectiveness monitoring); and complying with regulatory standards (compliance monitoring). Multi-party monitoring involves the participation of multiple agencies, organizations, businesses, and/or tribal governments in the collection and analysis of data.

Performance measurement provides the foundation for assessing how Lake Tahoe West is utilizing its agency resources, including staff, equipment, contracts, and funding, to reach targeted results. Performance measurement will be required during Phases 1 through 4, and will be particularly important during Phase 5.

Lake Tahoe West will conduct monitoring and measure performance to improve its implementation of projects, consistent with environmental compliance documentation and permits; its planning of future restoration projects; and its deployment of agency resources. Monitoring and performance measures will be specified in advance of implementation, and conform with professional design standards. Developing this information will require further discussion and work by the IADT, Stakeholder Groups, and other governance elements.

Multi-party Monitoring and Volunteer Efforts: Members are invited to participate in multi-party monitoring, and to volunteer in implementing restoration projects.

12. Coordination with Related Initiatives

The Core Team will coordinate the Lake Tahoe West work with the related projects, programs, and planning that other organizations, businesses, agencies, and tribal governments are undertaking on the west shore, and elsewhere in the Lake Tahoe Basin. Identifying the best approach to coordinating with these initiatives will require further discussion and work by the IADT, Stakeholder Groups, and other governance elements.

13. Funding

This MOU does not guarantee or obligate funding on behalf of any agency.

Each organizing and participating agency agrees to work to the best of its ability to obtain and dedicate adequate funding for its staff to participate, and agrees to coordinate on efforts to obtain external funding.

Each organizing agency agrees to work to the best of its ability to obtain and contribute to the funding of external support that all organizing agencies agree is necessary.

Developing and implementing a funding strategy will require further discussion and work by the IADT, Stakeholder Groups, and other governance elements.

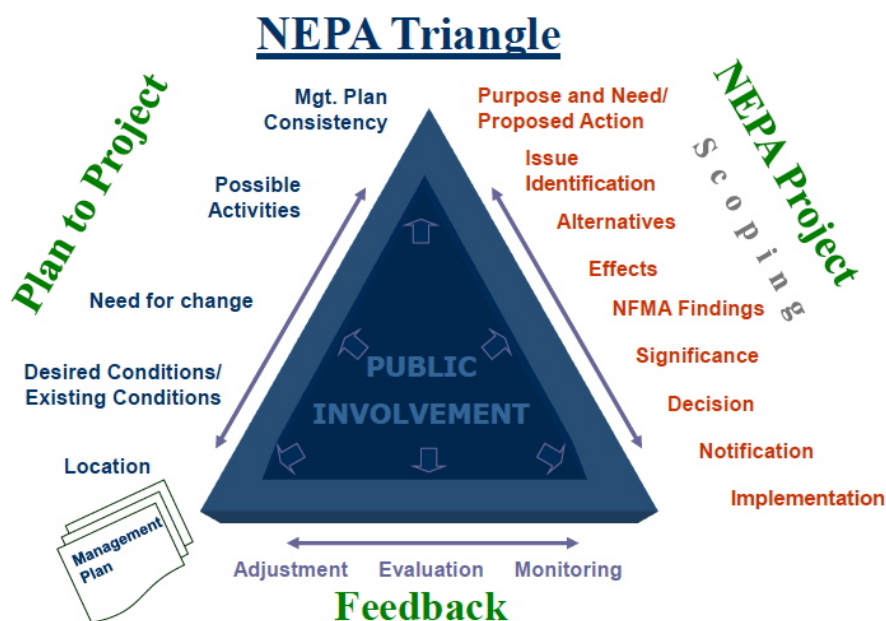
14. NEPA, CEQA, TRPA, and Additional Documentation and Permitting

The Documentation and Permitting Coordination Team will work closely with the Interagency Design Team to coordinate the preparation of environmental documentation needed to fulfill the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), requirements of TRPA, and requirements of other regulatory agencies such as RWQCB - Lahontan. The precise arrangement for how the agencies will work together, including the potential preparation of joint NEPA-CEQA-TRPA documentation, will be determined at the start of the planning phase, or earlier if possible.

Stakeholder engagement through the Stakeholder Community Committee and Stakeholder Science Committee occurs on the left-hand side of the National Environmental Policy Act (NEPA) triangle (denoted “Plan to Project”, see below), during phases 1, 2, and part of 3 of LTW. During phase 3, once the Stakeholder Science Committee makes its recommendation of a Proposed Action, the U.S. Forest Service will begin the process of documenting its environmental decision (denoted “NEPA Project” on the right-hand side the triangle). The Stakeholder Community Committee and Stakeholder Science Committee may wish to participate in the public NEPA environmental review process consistent with the rules and procedures for that process.

Participation in Lake Tahoe West does not in any way abrogate the right of individual agencies or participants to engage in the NEPA, CEQA, or regulatory review processes.

Though not yet specified, there is likely to be some mechanism for continued stakeholder engagement after NEPA is complete, particularly during phase 5 (Implementation, Monitoring and Performance Measurement, and Improvement), which corresponds with the bottom side of the triangle denoted “Feedback.”



15. Tribal Consultation

Participation in Lake Tahoe West meetings does not in any way abrogate rights to or requirements for federal, state, or local government consultation with Native American tribal governments.

16. Meeting Documentation

A. Executive Team Meetings

The NFF facilitator will review all action items, decisions, and approved work products before closing a meeting, and request members to note if anything was forgotten, or needs further clarification or specification. The facilitator will then distribute electronically any tracked changes documents, and a list of action items, decisions, and approved work products, within 24 hours after meeting adjournment. Within two weeks of a meeting, the facilitator will post a record of decisions and approved work products to the project website, <http://www.nationalforests.org/laketahowest>.

B. Stakeholder Group Meetings

The NFF Facilitator will oversee the preparation of Stakeholder Science Committee and Stakeholder Community Committee meeting summaries that document major points of discussion, recommendations, and action items. The summaries will attribute statements made by presenters named on the agenda, and will identify participants responsible for specific action items. Aside from these cases, the summaries will not attribute statements to individual participants, except in rare instances where attribution is essential to advancing a negotiated agreement. The facilitator will circulate a draft summary within two weeks of a meeting, ask members to approve the summary at their next meeting, and post the final summary to the project website, <http://www.nationalforests.org/laketahowest>.

17. Meeting Ground Rules

The NFF Facilitator will use the following ground rules in all meetings.

1. Electronics courtesy – please turn all devices to silent or off
2. Be comfortable – take personal breaks if needed, restrooms and refreshments provided
3. Honor time – we need to spend some time with each topic on the agenda, please adhere to the guidance provided
4. Humor is welcome – it just should not be at someone else's expense

5. Common conversational courtesy – do not interrupt others, use profanity, or make it hard to hear by having third-party conversations at the table
6. All ideas and points of view have value – you do not have to agree with your neighbor; if you do not agree with something, propose an alternative that could meet everyone’s interests
7. Treat each other with respect – everyone cares about the work, and brings unique backgrounds, expertise, and insight to the conversation
8. Avoid editorials – avoid judging other people’s motives or the value of their actions; instead explain what you need for your interests to be met and our work to be a success

Caucusing: Any member may caucus with other members who share similar interests. Caucusing allows members to explore topics of mutual concern and advance agreement. Upon request, the NFF facilitator will participate in a caucus meeting.

18. Meeting Frequency

The governance elements will meet with the following approximate frequencies, with meeting duration varying based on need:

1. Interagency “Core Team”: every other week
2. Process Committee: monthly
3. Stakeholder Science Committee: monthly to every other month (in person, by phone)
4. Stakeholder Community Committee: quarterly
5. Science Team: every other month, with greater frequency during modeling
6. Interagency Design Team: every other week to monthly
7. Documentation and Permitting Coordination Team: every other month to quarterly
8. Technical Network: as needed
9. Independent Technical Panel: as needed
10. Executive Team: every other month

19. Press and Media Protocol

The purpose of this protocol is to ensure that participants do not use the press or media as a vehicle for negotiation, and to avoid disruptions to the process. In communication with the press and/or media, participants in Lake Tahoe West will:

1. Clarify that they are speaking and expressing opinions as individual participants, not on behalf of Lake Tahoe West.
2. Ensure that statements of support and concern that they express to the press or media are consistent with those that they expressed in Lake Tahoe West meetings.

3. Represent topics of discussions, issues, and concerns as general group comments. Not attribute statements to, nor characterize the views of other participants. If asked to do so, refer the inquirer directly to that participant(s).
4. As a courtesy, notify the NFF facilitator if they are contacted.

If a participant sees a press or media statement by another Lake Tahoe West participant that they feel is inaccurate or inappropriate, they will notify the NFF facilitator and call the other participant to ascertain whether the statement was taken out of context, before responding.

To keep the public, press, and media informed of its work, agreements, and progress, the Stakeholder Groups and Core Team will work with the NFF Facilitator to periodically develop and approve joint statements (and possibly other materials), for which Executive Team press officers will provide final review and clearance. The NFF Facilitator will also prepare a paragraph-long meeting synopsis for each Stakeholder Group meeting, which will include topics covered and (if applicable) any recommendations. Participants can circulate and speak freely about these joint statements and Stakeholder Group meeting synopses.

20. Communication and Education

In collaboration with the Stakeholder Groups, the Core Team will develop and implement a communication and education plan. The plan's purpose is to keep west shore communities, and other interested parties in the basin and beyond, informed about Lake Tahoe West work, agreements, and progress. It will also aim to educate them about foundational, confusing, or contentious topics (e.g., smoke). The plan will include the development of a brochure, frequently asked questions, slideshow with presentation notes, and website or file transfer site that includes all meeting materials for the two Stakeholder Groups, <http://www.nationalforests.org/laketahoewest>.

The plan will request stakeholders, organizing agencies, and participating agencies to use their existing communication systems to share news and information, given their high quality, trusted reputation, large networks, and demonstrated effectiveness. The NFF Program Manager will also maintain and share as necessary a list of interested parties who make a direct request to receive periodic updates on milestones and public meetings by email.

The plan will make use of briefings, which provide a communication mechanism that allows for outreach as well as face-to-face discussion of questions, interests, feedback, and concerns. Stakeholders may request briefings for their staff, boards, councils, and/or membership. Non-participating organizations, businesses, agencies, or tribal governments that have an interest in Lake Tahoe West may also request such briefings.

The plan will also include community meetings, likely once or twice a year, that allow people to learn more about the initiative, and meet the agencies and stakeholders involved.

21. Data Sharing, Management, and Integration

Lake Tahoe West requires organizing and participating agencies to share relevant data. Stakeholders may also choose to share relevant data. The convening agencies will designate one or more technical staff to serve as data manager(s) for the initiative. The data manager(s) will have responsibility for receiving, storing, and providing shared data as needed. The data manager(s) will also integrate data as needed (for example, Geographic Information System vegetation data layers from different agencies). Lastly, with regard to spatially-explicit data that one or both of the Stakeholder Groups are reviewing, the data manager(s) will make this available through an online mapping platform.

22. Review and Amendment

The NFF Facilitator will review the list of charter signatories each year to ensure it remains current.

With written notice to the NFF Program Manager, any agency, organization, business, or tribal government may end its membership in Lake Tahoe West.

The Lake Tahoe West Executive Team may amend this charter if it determines by consensus that a critical need exists. An amended version will require new commitments to the charter by the organizing agencies, participating agencies, and stakeholders.

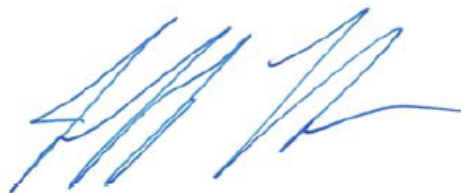
23. Signatories

We, the undersigned organizing agencies, participating agencies, and stakeholders, affirm our commitment to adhere to and uphold the Lake Tahoe West Restoration Partnership's Agency and Stakeholder Charter.

A. Organizing Agencies



Patrick Wright, Executive Director
California Tahoe Conservancy



Jeff Marsolais, Forest Supervisor
Lake Tahoe Basin Management Unit
U.S.D.A. Forest Service



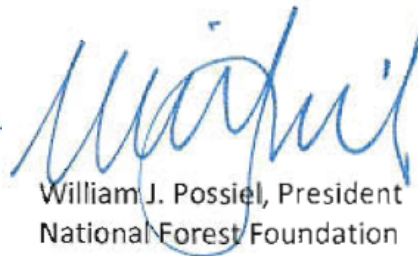
Marilyn Linkem, Sierra District Superintendent
California State Parks



Joanne S. Marchetta, Executive Director
Tahoe Regional Planning Agency



Tim Alameda, Chair
Multi-Agency Coordinating Group
Tahoe Fire and Fuels Team



William J. Possiel, President
National Forest Foundation

B. Participating Agencies



Patty Kouyoumdjian, Executive Officer
Lahontan Regional Water Quality Control Board

ALEXANDER
FRIEND



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FRIEND
Date: 2017.04.13 12:03:50 -07'00'

Alex Friend, Director
Pacific Southwest Research Station
U.S.D.A. Forest Service



Eli Ilano, Forest Supervisor
Tahoe National Forest
U.S.D.A. Forest Service



Laurence Crabtree, Forest Supervisor
Eldorado National Forest
U.S.D.A. Forest Service

C. Stakeholders

Chris Anthony, Division Chief
Amador-El Dorado Unit
California Dept. of Forestry and Fire Protection

Amy Berry, Chief Executive Officer
Tahoe Fund

Casey Blann, Vice President
Operations and Risk
Squaw Valley | Alpine Meadows

Kim Boyd, District Manager
Tahoe Resource Conservation District

Susan Britting, Executive Director
Sierra Forest Legacy

Jeff Brown, Director
Central Sierra Field Research Stations
University of California, Berkeley

Ben Fish, President
Tahoe Area Mountain Biking Association

Susan R. Gearhart, President
Friends of the West Shore

Darcie Goodman-Collins, Executive Director
League to Save Lake Tahoe

Amy Granat, Managing Director
California Off-Road Vehicle Association

Cindy Gustafson, General Manager
Tahoe City Public Utility District

Carl Hasty, District Manager
Tahoe Transportation District

Heidi Hill Drum, Chief Executive Officer
Tahoe Prosperity Center

Richard Kearney, Coordinator
Great Basin Landscape Conservation Cooperative

Peter Kraatz, Deputy Director
Department of Public Works
County of Placer

Lolly Kupec, Principal
Wild West Communications

Don Lambrecht, Board President
Tahoe Cedars Property Owners Association

Jacques Landy, Coordinator
Lake Tahoe Basin
U.S. Environmental Protection Agency

Patricia Maloney, Associate Director
Tahoe Environmental Research Center
University of California, Davis

Maureen McCarthy, Board Member
Nevada Tahoe Conservation District

Edward Miller, President
Meeks Bay Fire Protection District

Kevin Mitchell, General Manager
Homewood Mountain Resort
Homewood High & Dry Marina

David Reichel, Co-Founder
Tahoe Backcountry Alliance

Sean Russell, President
Rubicon Trail Foundation

Michael S. Schwartz, Fire Chief
North Tahoe Fire Protection District

Roland Shaw, Forester III
Nevada Division of Forestry

Steve Teshara, Government Affairs Liaison
Lake Tahoe South Shore Chamber of Commerce

Lisa Wallace, Executive Director
Truckee River Watershed Council

Rob Weston
Treasurer, West Shore Association
Board Member, Sierra State Parks Foundation

Erik C. White, Air Pollution Control Officer
Placer County Air Pollution Control District