

CHARTER: Shoreline Steering Committee

Approved 5/12/2016

Overview

The Tahoe Regional Planning Agency (TRPA) is initiating a shoreline planning process with the overarching goal to enhance the recreational experience for Lake Tahoe while maintaining environmental thresholds. The outcome of this effort is to develop TRPA policies, codes, and ordinances that provide TRPA with direction around its rules and regulations on structures that support access and environmental protection along the waterfront and on Lake Tahoe, including docks, piers, buoys, and boat launches. The Shoreline Planning Initiative will yield goals and policies on shoreline for the TRPA Regional Plan, consistent with TRPA's mission and California and Nevada statutes. The Bi-State Compact calls for TRPA's Regional Plan to establish a balance between the natural environment and the human-made environment. Recommended policies will consider the diverse interests of Lake Tahoe stakeholders.

This document outlines the roles and responsibilities for the collaborative process.

To support successful shoreline planning, the Shoreline Planning initiative will develop recommendations on:

- Goals and policies;
- Codes and ordinances;
- Approaches to baseline information;
- Alternatives to be evaluated in the environmental document; and
- Ways to improve and streamline the shoreline permitting process.

The TRPA Regional Plan Implementation Committee and Advisory Planning Commission will receive and consider recommendations from the Shoreline Steering Committee recommendations, which will ultimately be forwarded to the TRPA Governing Board for adoption.

Goal

The goal of this process is create widespread support and consensus on shoreline goals and policies.

Roles and Responsibilities

Convener: Tahoe Regional Planning Agency

TRPA is convening the Shoreline Steering Committee. The convener will sponsor meetings, garner necessary funding to complete the shoreline planning initiative, and provide in-kind staff support to manage the project.

Shoreline Steering Committee

The Shoreline Steering Committee will work together to set the policy framework and context for planning. The Shoreline Steering Committee will frame key issues and recommend the approach and policy direction to address planning issues. The committee will work to build trust in the process and to provide overall direction. The Committee will engage technical staff, scientific advisors, legal counsel, and other interested parties to understand and resolve issues. Members can designate alternates to attend meetings when the primary member is unable to attend. Members will fully prepare alternates to participate in decision-making and to continue ongoing conversations. During meetings when both primary and alternates are attending, the primary member will be the principal speaker representing that organization.

As part of membership, **Committee members** agree to:

- Arrive at each meeting fully prepared to discuss the issues on the agenda. Preparation will include reviewing meeting summaries, technical information, and draft documents distributed in advance of each meeting.
- Present their constituent members' views on the issues being discussed and be willing to engage in respectful, constructive dialogue with other members of the working group.
- Develop a problem-solving approach in which they consider the interests and viewpoints of all group members, in addition to their own.
- Keep their constituencies informed about the deliberations and actively seek their constituents' input.

Membership

TRPA is convening the committee. The following organizations and representatives will serve on the committee.

(Alphabetical by last name)

Members	Alternates	Organization
Joanne Marchetta (Convener)	Paul Nielsen	TRPA
Jan Brisco		Tahoe Lakefront Owners' Assn.
Charlie Donohue	Elizabeth Kingsland	Nevada Division of State Lands
Darcie Goodman-Collins	Jesse Patterson	League to Save Lake Tahoe
Bob Hassett	Jim Phelan	Lake Tahoe Marina Association
Robert Larson	Mary Fiore-Wagner	Lahontan RWQCB
Jennifer Lucchesi		California State Lands Commission

Joint Fact Finding Committee

The Joint Fact Finding Committee will set the direction for technical work. The Joint Fact Finding Committee will work with TRPA technical staff to discuss the detailed approach to baseline information, planning documents, and the environmental review. It's tasks would include framing studies, agreeing on information to be used for the planning process, identifying information gaps and determining methodology to fill those gaps, guiding action to complete technical work, and framing specific targeted questions for others when needed. Meetings would be open to the public. To ensure credibility, CBI will work with the Steering Committee and stakeholders on membership of the JFF Committee. Membership would consider agency technical staff, scientists with expertise on shoreline and Lake Tahoe, and stakeholders with a scientific background or technical expertise. Committee

composition should be representative of different interests to the degree possible. Members need not be members of the Shoreline Steering Committee.

Stakeholder Advisory Forum.

The Stakeholder Advisory Forum will help shape the process by providing a venue for diverse stakeholder interests to come together to weigh in on the planning issues at milestones. The forum will include, but not be limited to, business, environmental, homeowners and homeowners associations, real estate, and recreational (non-motorized and motorized boating, parks, etc.) interests. Meetings will be open to the public.

Work Groups, Ad Hoc Meetings, and Consultations

TRPA may periodically convene, in consultation with the Shoreline Steering Committee, work groups and ad hoc meetings to help develop the details of proposed policies and implementing provisions and to tackle specific information needs and tasks tied to expertise. In addition, TRPA or other steering committee members will consult with other interested parties at key points to deepen their understanding of those parties' interests and address potential concerns.

Scientific and Technical Advisors and Staff

The Shoreline Steering Committee will agree to scientific advisors who will answer committee inquiries and questions and make suggestions. The Committee will carefully consider the input of its scientific advisors, factoring their input into agreements and decision-making. However, scientific advisors do not participate in formal decision-making.

Project Planner

TRPA will provide a project planner for the Shoreline Steering Committee. The project planner will provide overall project management and will interface with the mediator and technical consultants to ensure that meetings are efficient and work is completed in a timely fashion. The project planner will ensure quality control of shoreline planning and assist in making sure that planning documents reflect Policy Steering Committee agreements. The project planner will also work with the mediator and communications consultant to facilitate public and media outreach for shoreline planning. The current planner is Brandy McMahon. TRPA has the discretion to change project planner / manager.

Mediator

In cooperation with Shoreline Steering Committee members, the mediator from the Consensus Building Institute will design committee meetings and guide the overall process toward achieving its mutually agreed-upon purpose and goals. The mediator will work with all the parties to ensure the process is credible, fair, and effective.

The mediator will:

- Formulate the agenda and desired outcomes for the sessions, including developing a meeting framework or work plan, for the overall process.
- Facilitate effective meetings.
- Identify and synthesize points of agreement and disagreement.
- Assist in building consensus among members through full group, small group, and individual conversations.
- Work with members to ensure process and participation agreements outlined in this charter.

- Serve as a confidential communication channel for members, alternates, and other stakeholders who wish to express views privately because they do not feel comfortable doing so in a larger group or to facilitate problem solving and conflict resolution.
- Assure a fair, effective, and credible process, but remain impartial with respect to the outcome of the deliberations.

If a member has a concern about bias, neutrality or performance of the facilitator, s/he should raise the concern first with the facilitator and then the Shoreline Steering Committee or TRPA Executive Director Joanne Marchetta.

Decision Making

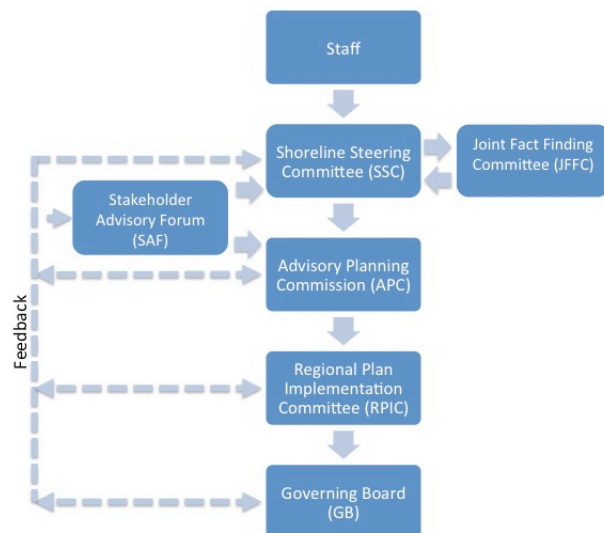
The Shoreline Steering Committee will strive for consensus among its members. Working toward consensus is a fundamental principle. The definition of consensus spans the range from strong support to neutrality, to abstention, to “I can live with it.” Any of these actions still constitutes consensus. The mediator will document agreements in meeting summaries.

If the Shoreline Steering Committee cannot come to 100% agreement, the Committee could set aside the issues while it continues to work on other issues and revisit the disagreement later in the process. The Committee could also form a small subcommittee of 3 members to develop a proposal for full committee consideration. A third option is that the Committee could also write up a summary of the issue, including areas of agreement and disagreement. At least two committee members would then present the issue and outcomes of Steering Committee deliberations to the RPIC. The RPIC would consider and make a recommendation on the issue at hand or the next steps to resolve the issue. Once decided upon, staff would incorporate the outcome into the draft policies, codes, and ordinances.

Final Approval on Shoreline Codes and Ordinances

For final approval, the recommended policy, codes, and ordinances “package” that emerge from the planning process will go through TRPA’s established governance structure.

The Advisory Planning Commission must recommend the “package” to the Governing Board. The Regional Plan Implementation Committee must also review and recommend the “package” to the Governing Board. TRPA’s Governing Board is the final decision maker on TRPA policies, codes, and ordinances.



Process Agreements

To conduct a successful process, the parties agree to the procedures that the group will use as well as define individual behaviors or ground rules.

- ✓ **Everyone agrees to negotiate in good faith.** All members agree to participate in decision making, to act in good faith in all aspects of this effort, and to communicate their interests in committee meetings. Good faith also requires that parties not make commitments they do not intend to follow through with, and that parties act consistently in the meetings and in other forums where the issues under discussion in these meetings are also being discussed.
- ✓ **Everyone agrees to address the issues and concerns of the members.** Everyone who is joining in the process is doing so because s/he has a stake in the issue at hand. For the process to be successful, all the parties agree to validate the issues and concerns of the other parties and strive to reach an agreement that takes all the issues under consideration. Disagreements will be viewed as problems to be solved, rather than battles to be won.
- ✓ **Everyone agrees to focus on the present and future, and not dwell on the past.** Individual perceptions of the past change over time. While the past informs everyone's thinking and perspectives, the past cannot be changed. The purpose of this effort is to problem solve today about how to address the issues and concerns for tomorrow.
- ✓ **Everyone agrees that preliminary agreements are the basis for progress.** Members will use preliminary agreements on issues as the basis for progress towards a comprehensive set of agreements or policies. The committee will revisit preliminary agreements when new information emerges and again when formalizing the final package of policies.
- ✓ **Everyone agrees to inform their leadership and constituents about the outcome of the discussions at key milestones.** Meeting scheduling will allow for members to inform and seek advice from their leadership, attorneys, and scientific advisors about the discussions and negotiated outcomes. Members can express conditional support to an agreement, but may need to solicit input and support in their organization before reaching final agreement.
- ✓ **Everyone agrees to attend all the meetings to the extent possible.** Continuity of the conversations and building trust are critical to the success. Every effort will be made to accommodate members' schedule and use members' time wisely.
- ✓ **Everyone agrees that members can, at any time, request a caucus to meet with others.** During the course of a meeting, members may find it helpful to meet privately with other organizational or interest group members, to consult with constituents outside of the meeting, or to talk privately with other meeting members. Members or the mediator can request a caucus. The mediator will then work with members to identify the best time for the caucus to occur. Members agree to use caucuses as a tool to move agreements forward and explore topics of concern. The mediator may attend and consult with parties during caucus discussions.

Meeting Participation Guidelines

The mediator and members will work together to create a problem-solving environment and to implement these agreements to that aim.

Use Common Conversational Courtesies

All Ideas and Points of View Have Value

All ideas have value in this setting. We are looking for innovative ideas. The goal is to achieve understanding. Simply listen, you do not have to agree. If you hear something you do not agree with or you think is "silly" or "wrong," please remember that the purpose of the forum is to share ideas.

Be Honest, Fair, and as Candid as Possible

Help others understand you and work to understand others.

Avoid Editorials

It will be tempting to analyze the motives of others or offer editorial comments. Please talk about YOUR ideas and thoughts. Avoid commenting on why you believe another member thinks something.

Efficiency

People's time is precious; treat it with respect.

Think Innovatively and Welcome New Ideas

Creative thinking and problem solving are essential to success. "Climb out of the box" and attempt to think about the problem in a new way.

Invite Humor and Good Will

Be Comfortable

Please feel free to help yourself to refreshments or take personal breaks. If you have other needs, please inform the facilitator.

Work Plan Overview

The Shoreline Steering Committee will work for 12 months to develop the goals, policies, and codes. The Committee may also meet periodically during the environmental analysis to consider new information or other decisions necessary to support this process.

Timeframe	Steering Committee Milestones
April – July 2016	Steering Committee Organization Initial Discussion of Major Policy Areas and Initial Thinking on Policies Joint Fact Finding Work Plan, including Baseline Information Gathering Communication & Outreach Plan and Activities
August- December 2016	Develop, Vet, and Complete Draft Policies Prepare for Environmental Review

	Begin Developing Codes and Ordinances
Dec 2016-March 2017	Vet and Complete Updated Codes Initiate Environmental Review Guide Public Outreach Activities
March 2017 – Early 2018	Environmental Review Process
June 2018	TRPA Governing Board Consider Approval

Communication

Media and External Parties

Members are asked to speak only for their organization or themselves when asked by external parties, including the media, about the Shoreline Steering Committee’s progress, unless the Committee has developed a formal adoption of a statement, concepts, or recommendations.

Members can express their own opinions to media representatives and will refer media representatives directly to other Committee members rather than attempting to speak on anyone’s behalf. Members should be careful to present only their own views and not those of other members of the stakeholder group. The temptation to discuss someone else’s statements or position should be avoided.

Constituents and Decision Makers

Members are asked to keep constituents, including organizational staff and members, boards and directors, and elected officials informed about the process and to bring constituent’s views into the discussion. Members are strongly encouraged to work with staff and the committee to conduct outreach activities wherever feasible to increase awareness and broaden support for shoreline planning.

Charter Amendments

The Shoreline Steering Committee can amend this charter when needed using its decision-making guidelines.