

NOTES: Steering Committee Meeting #1

Held March 18, 2016

Next Meeting: 4/26/2016, 9:00-1:00

Meeting Highlights

The Lake Tahoe Shoreline Steering Committee, made up of directors of agencies and nonprofit organizations in the region held its first meeting as a committee charged with setting the policy framework and context for shoreline planning.

After learning about the stakeholder issues assessment findings, the committee began defining the overall planning process design, specifically the roles and responsibilities of the TRPA Governing Board, Regional Plan Implementation Committee, Advisory Planning Committee, the Steering Committee, the joint fact finding committee, and the public. The TRPA Governing Board adopts the policies, codes, and environmental document for the planning initiative. The Regional Plan Implementation Committee will vet the planning approach and resolve issues and conflicts that emerge. The Steering Committee will set the policy framework and context for planning.

The Steering Committee began talking about the goals of the planning process, focusing on the importance of creating a system of access while protecting Lake Tahoe for everyone; adapting to changing conditions while managing resources; embracing the public and private access; ensuring public health and safety; and facilitating permitting for the region. These goals will evolve over the next several months as conversations continue.

Discussion Summary

Draft Stakeholder Assessment Findings

The Consensus Building Institute conducted a stakeholder issue assessment and issued draft findings to interviewees in advance of the Steering Committee meeting. The purpose of stakeholder assessment report is to frame issues for the planning effort. Gina Bartlett presented the draft finding, highlighting key themes:

- Access to lake, high use on lake, and perceived constraints on access facilities
- Public health and safety
- Low lake level adaptation issues
- Adaptive resource management strategies
- Permit streamlining opportunities
- Connection to multitude of other planning efforts in the Basin

The Steering Committee has until March 25 to submit comments of clarification or to identify major omissions. One member felt that the private landowner perspective was not captured fully and will share some comments to address that.

Process Design

The Consensus Building Institute (CBI) published the draft findings to assist the group with evaluating the findings and thinking about the design of the planning process in partnership with CBI. The Steering Committee discussed the best way to structure the planning process in light of the assessment findings, specifically the roles and responsibilities of the different entities interested in planning.

TRPA Governing Board

- Adopts policies, codes and environmental document

Regional Plan Implementation Committee

- Charter is to consider amendments to Regional Plan
- Review package of recommendations brought from Steering Committee and staff work
- Steering Committee/Staff presents conceptual framework and brief RPIC at key points (initial vetting and conflict resolution)
- Vetting of planning elements
- Conflict resolution

Advisory Planning Committee

- APC support is important from public perspective
- Critical role could be milestone briefings and vetting
- Provide input on technical issues
- Governing Board could assign topics to the APC for review

TIE Steering Committee

- Provides input at key planning milestones
- Important opportunity for cross-agency perspective

Steering Committee

- Sets framework and context for planning
- Provides initial guidance
- Truth testing/validation of products produced by staff and other committees
- Guide products
- Recommends approach and policies to address planning issues
- Builds trust between agencies and respective staff
- Should agree on main goals and framework first prior to getting into details
- Thoughtful policy advancement
- Steering Committee representatives need to vet with respective staff/constituents
- Conceptual framework needs to be established before working on individual components of planning effort
- Provides small “p” in political sensitivities

Joint Fact Finding Committee

- Will guide and identify technical work
- Frame studies
- Identify information gaps
- Builds consensus on technical approach
- Work groups on technical issues will work with JFF Committee
- Preparation of baseline information for environmental document
- Should be open, transparent and build credibility/consensus on technical inputs
- Ascent Environmental Consultants will likely be involved with JFF process prior to EIS
- Supports work of Steering Committee

JFF Committee Potential Members: Mary Fiore-Wagner (Lahontan), Jesse (League), Jason Ramon (CA State Lands), Liz Kingsland (NV State Lands), Penny Stewart (CTC), Zach Hymanson, Science Council (exact role to be determined), Dan Nickel (The Watershed Co), Sadip Chandra (UNR), North Shore Recreation/Parks representative

Other Committees

The Steering Committee, Joint Fact Finding Committee, or the project team may form ad hoc work groups to complete certain tasks tied to expertise.

- Shoreline Review Committee meets regularly and will tackle permit streamlining and buoy fields during low lake levels.
- The committee or project team will convene other ad hoc meetings as needed with key stakeholders or groups to provide expertise on a particular topic, e.g. marinas meeting.

Goals for the Shoreline Planning Initiative

The Steering Committee had an initial discussion on the goals of the planning process and shoreline policies. This following summarized the insights shared. The Committee and staff will work with others to develop a set of goals to inform the planning process.

Create System of Access and Protect Lake Tahoe for Everyone

- Uphold thresholds including water quality standards.
- Create a system of public and private boating access on lake.
- Preserve recreational experience and provide for public safety.
- Enjoy the Lake.
- Consider infrastructure needs.
- Consider the economic impact of policies
- Conserve.
- Preserve current conditions.
- Restore the Lake.
- Do no harm.

Adapt to Changing Conditions While Managing Resources

- Create a system that can adapt to changing conditions.
- Support clear and effective adaptive management for benefit of Lake.
- Provide guidelines to adapt to current conditions and the environment
- Consider carrying capacity

Embrace Public and Private

- Provide for public and private access. Manage in consideration of property rights.
- Recognize that marinas provide public access
- Create transparency and increase understanding and protection of public and private property rights (NV and CA)

Ensure Public Health and Safety

Get clarity on health and safety access/system

Facilitate Permitting

- Consistent approach to permitting and leasing while respecting responsibilities of each agency. Create confidence.
- Streamline the process when possible

Scope of Planning Process

The Committee also had an impromptu conversation about the scope of activities that the planning process would consider. For example, boating and concessionaires (such as jet skis) seem like they would be in, but cruise boats, fishing charters, and charter boats (with less than 30 passengers) were less clear. It's also unclear whether to include jetties, slips, (i.e. all boating structures), and future public transit on lake.

The committee generally assumed that aquatic invasive species, nearshore science, transportation, land side facilities, and marina master planning would fall “outside” of, yet inform the planning process.

Joint Fact Finding Questions

As part of the assessment process, CBI identified questions that could inform the scientific and technical work for this effort. The committee reviewed and refined those questions and identified additional questions for consideration. The Joint Fact Finding Committee and staff will consider these questions as it evaluates its technical approach.

- What assumptions are we going to use regarding lake level? What scenarios will we use?
- How does boating impact nearshore water quality?
- What are the impacts of fixed and floating piers on scenic, water quality, and habitat?
- What is the inventory of existing structures on lake? Buoys, slips, marinas, etc. What has been permitted and by whom?
- How many piers and buoys exist? How many are public, quasi-public, and private?
- What is parking capacity? Is there enough?
- What are the effects of new dredging?
- What are the types of recreational use?
- What are the impacts of piers on recreational use?
- What are the user conflicts?
- How many boat launches exist?
- What user information on lake is available?
- What are the economic benefits of access? Of marinas/recreational boating to communities?
- Public needs and values for access
- Are emergency response needs being met?

Participants

Committee Members Present

TRPA: Joanne Marchetta and Alternate Paul Nielsen (via phone)
California State Lands: Jennifer Lucchesi
Lake Tahoe Marinas Association: Bob Hassett and Alternate Jim Phelan
Lahontan RWQCB: Robert Larson
League to Save Lake Tahoe: Darcie Goodman-Collins
Nevada State Lands: Elizabeth Kingsland
Tahoe Lakefront Owners Association: Jan Brisco (via phone)

Other Participants

TRPA: John Marshall, Brandy McMahon & Rebecca Creeman
FreshTracks: Seana Doherty

Mediator: Gina Bartlett, Consensus Building Institute, gina@cbuilding.org | 415-271-0049

AGENDA: Steering Committee #2

9:00-1:00, Tuesday, April 26, 2016

@ TRP, 128 Market Street, Stateline, NV (775) 589-5274

9:00	Welcome and Review Meeting Purpose and Agenda	<i>Supporting Materials</i>
9:10	UPDATE: Planning Elements Underway for Phase 1 <ul style="list-style-type: none"> ▪ Engagement: Web Site up for Feedback ▪ Marinas Ad Hoc 4/26; Committee discuss in May ▪ Board Presentation: Assessment and TRPA Work Program 4/27 ▪ Joint Fact Finding Questions & 4/28 Meeting ▪ Goals – Next Steps? 	JFF Questions TRPA Work Program
9:30	Lessons from the State of Washington and Elsewhere (Presentation & Discussion) Dan Nickel, The Watershed Company <i>Goal: Expand thinking around planning frameworks and resource management concepts</i>	
	<i>Quick Break</i>	
10:15	Proposal for Scope of Shoreline Planning Initiative <i>Goal: Consider management of a range of issues and agree what is included in the planning process and what needs further consideration</i>	Staff Scope Memo
11:00	Break	
11:15	Process Recommendations & Revised Charter <ul style="list-style-type: none"> ▪ Discuss JFF Committee and Stakeholder Advisory Forum Composition 	CBI Assessment Report Charter
11:30	<i>Break for lunch when it arrives</i>	
12:10	Funding Planning Initiative	
12:40	Updates / Information Sharing related to Shoreline <i>Is there anything that we should be aware of related to shoreline planning that is underway?</i>	
12:45	Summarize Insights, Prep for Next Meeting & Next Steps	

Shoreline Policy Steering Committee

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

Mediator: Gina Bartlett, Consensus Building Institute, gina@cbuilding.org | 415-271-0049

Shoreline Steering Committee

Meeting Framework

Meetings are 9:00-1:00 @ TRPA unless otherwise stated

	Dates	Proposed Meeting Focus
3	May 12	Mutual Gains Approach to Negotiation Organizational Interests and Responsibilities Policy Framework: Marinas Policy Framework: Public Health & Safety Update on Joint Fact Finding, Data Gathering and Baseline Issues
4	June 1	Policy Framework: Recreational Access and Boating Lessons from Yellowstone and other Resource Management Approaches
5	June 23	Policy Framework: Low Lake Level Adaptation & Green Infrastructure Policy Framework: Boating / Lake Access Structures

MEMORANDUM

Date: April 26, 2016
To: Shoreline Steering Committee
From: TRPA Staff
Subject: Recommended Shoreline Planning Initiative Scope for Steering Committee 4/26 Discussion

At the first meeting on March 18, 2016, the Shoreline Steering Committee agreed that the Shoreline Planning Initiative needed a better defined scope to focus its work and complete the planning process by the end of 2018 (within the existing Governors' administrations for both states). Based on the Committee's preliminary discussion and additional thoughts from TRPA staff, below is a recommended scope for the Steering Committee to discuss at its next meeting on April 26, 2016.

Proposed for Inclusion in the Shoreline Planning Initiative

The Shoreline Planning Initiative scope of work is a programmatic plan establishing the bounds on future boating access to Lake Tahoe. The geographic area for planning purposes would be the defined Shorezone in TRPA's Code, and would address the following:

- **Boating/Lake Access Structures**: All forms of lake access structures and boat moorings including buoys, buoy fields, single-use and multi-use piers, lifts, ramps, and slips.
- **Marinas**: Existing and planned capacity for boating access structures at the 14 marinas located on Lake Tahoe, 12 in California and two in Nevada.
- **Tahoe Keys**: Clarification on what is happening in the Tahoe Keys: 1) an inventory of boating structures, 2) the amount of boating capacity, 3) roles and responsibilities of the various entities (Tahoe Keys HOA, Tahoe Keys Marina, and Beaches and Harbors Association), and 4) the rules and regulations.
- **Motorized Boating**: Lake access for motorized-boating, such as boats, cruise boats, fishing charters, charter boats, water taxis and jet skis.
- **Non-Motorized Boating**: Lake access for non-motorized water craft, such as paddle boards and kayaks.
- **Streamline Permitting**: Strategies for coordinating and streamlining shoreline permitting among the multiple permitting agencies.
- **Low Lake Level Adaptation**: Strategies for adapting lake access to low Lake levels.
- **Green Infrastructure**: Planning for infrastructure that will support environmental goals, such as charging stations for electric boats.

Outside the Scope of the Initiative

The Shoreline Planning Initiative will not include, but will recognize the following planning efforts. These planning efforts will inform shoreline decision making:

Upland Uses/Structures: Upland areas will be addressed through more specific subsequent levels of planning – Marina Master Plans, Area Plans or specific project applications. Upland uses and structures include a wide breadth of issues, such as parking capacity at public beaches, concession and commercial space needs, retail uses, and other associated land use amenities. Upland facility development generally requires a detailed site-specific proposal and evaluation, and does not lend itself to lake-wide programmatic review.

Aquatic Invasive Species (AIS): The Shoreline Planning Initiative will recognize the region’s ongoing basin-wide program addressing AIS as governed and guided by the Lake Tahoe AIS Management Plan for CA and NV (www.trpa.org/wp-content/uploads/01_Updated_Lake-Tahoe-AIS-Management-Plan_Final_July-2014.pdf). The Shoreline Planning Initiative will use information on boating collected at AIS inspection stations.

Transportation: The Shoreline Planning Initiative will recognize and incorporate the region’s ongoing transportation and transit programs with its multiplicity of existing and developing plans (the Regional Transportation Plan (RTP); modal plans for transit, trails, and technology; implementing Corridor Plans; and local government Area Plans). These transportation plans will address public transit improvements, bike/pedestrian connections around Lake Tahoe and to/from the shoreline, as well as waterborne transit for the Lake Tahoe Region.

Nearshore Threshold and Policy Development: Compared with mid-lake water clarity, nearshore conditions and the science needed to explain nearshore ecosystem dynamics is an emerging area of scientific inquiry for the Region. The nearshore is defined as the area of the lake with a depth shallower than 30 feet or to a minimum width of 350 feet from the shoreline (Lahontan RWQCB). A Nearshore Agency Working Group (TRPA, EPA, Lahontan RWQCB, and NDEP) is currently preparing a nearshore work plan, called the Nearshore Resource Allocation Plan (NRAP) to guide nearshore monitoring and coordination needed to understand and manage nearshore conditions. The nearshore research needed to answer all of the questions that could arise in the context of shoreline planning is unlikely to be fully available within the timeframe to complete a shoreline plan. Whatever timely information is available will be incorporated into the joint fact-finding process for shoreline planning and environmental impact documentation. But generally, the Nearshore Agency Working Group will be proceeding on a separate timeline and track from shoreline planning, looking at issues beyond the scope of the Shoreline Planning Initiative, such as stormwater runoff, coverage, fertilizer use, etc. Because the general public may have a difficult time differentiating between nearshore and shoreline planning topics, the project team is developing a strategy to discuss both in a public setting with recommendations for how to proceed with shoreline planning if desired nearshore science and information is not yet available.

Marina Master Plans: TRPA Code limits the expansion of marinas to ten new boat slips and ten new buoys until the adoption of a specific or master plan for the marina (Section 14.2.2). Four marinas have Master Plans (Tahoe Keys Marina, Tahoe City Marina, Ski Run Marina, and Elk Point Marina). New or the updating of existing Master Plans that would result in increased boating capacity would not occur until new shoreline programmatic policies and implementing code are in place.

Needs Further Discussion

The following topics need further discussion:

Public Health and Safety: Prolonged low lake levels have resulted in an increase in public inquiries and concerns about Lake access/egress for public safety organizations and emergency response. TRPA staff coordinated and hosted Public Health and Safety meetings with public safety officials over the past two boating seasons in response to ongoing and increasing public concern. These informational briefings were formatted as an open dialogue about the region's need for short- and long-term public safety facilities to maintain shoreline access and egress for emergency response. While all public safety organizations had plans in place for the upcoming boating seasons, the Washoe County Sheriff, North Lake Tahoe Fire Protection District (Washoe County), and Tahoe Douglas Fire Protection District (Douglas County) have repeatedly identified their need for long term, permanent access locations for public safety piers. At the same time, the U.S. Coast Guard is moving forward with an application for a pier expansion and new dredging to provide mooring capabilities at a suitable depth so that their rapid response boats can consistently moor at their Station year-round, including in drought conditions.

TRPA Recommendations on Public Health and Safety

Because permanent public health and safety access and egress to the Lake is time critical and an important public service need, TRPA staff is going to be recommending to the Steering Committee that public health and safety shoreline access move forward on an accelerated track. TRPA would allow for designation of up to one Regional Public Safety Facility within each county-jurisdiction (El Dorado County, Placer County, Washoe County, and Douglas County), plus the U.S. Coast Guard Lake Tahoe Station, which would be a second facility in Placer County. As in previous drought years, TRPA will allow first responder organizations to designate locations for temporary moorings for regional public safety purposes. The permanent locations of the designated Regional Public Safety Facilities can be an existing facility, such as a marina, pier, or buoy, or a site where a new pier could be constructed pursuant to TRPA Code. Project applications and any necessary Code amendments would be processed consistent with this framework.

New Dredging: A potentially controversial and untested topic implicated by shoreline planning is how to analyze and address any proposed or needed "new dredging." Marinas and other lakefront facilities have been managing lake access with only "maintenance dredging" for several decades. Lahontan RWQCB and TRPA have approved this type of dredging to lake elevation levels previously reviewed for environmental effects.

No “new dredging” applications (for areas not previously dredged) have been approved since the 1990s for Lake Tahoe. One application is now pending, and Lahontan is conducting an environmental review. Assuming the proposal can meet Lahontan’s CEQA review standards, TRPA has an additional and more stringent standard to meet to approve any new dredging in Lake Tahoe (dredging must be found to be beneficial to existing shorezone conditions, water quality and clarity (TRPA Code, Section 84.15.3)). Consequently, “new dredging” analysis generally requires a site-specific evaluation and does not lend itself to lake-wide programmatic review.

- **Issue-Public Health & Safety:** At the present time, the Lahontan RWQCB and TRPA are evaluating the request from the U.S. Coast Guard to allow for new dredging at its facility in Tahoe City. This application has raised the question as to whether or not exceptions to TRPA’s existing new dredging policy should be made for public health and safety facilities when Lake levels are low. It should be noted that federal and state water quality standards would still apply.
- **Issue-Scope/Marinas:** During the stakeholder assessment, marina owners expressed an interest in allowing new dredging at marinas when Lake levels are low. The difficulty is that it may not be possible to evaluate new dredging programmatically at a lakewide level in the Shoreline EIS (without site-specific project proposals and substrate evaluation). However, a modification to TRPA’s required findings for new dredging could be included in the shoreline planning scope and analyzed programmatically.

If you have any questions, please contact Brandy McMahon, Principal Planner, at (775) 589-5274 or bcmcmahon@trpa.org.

DRAFT CHARTER: Shoreline Steering Committee

Draft 4/16/2016

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

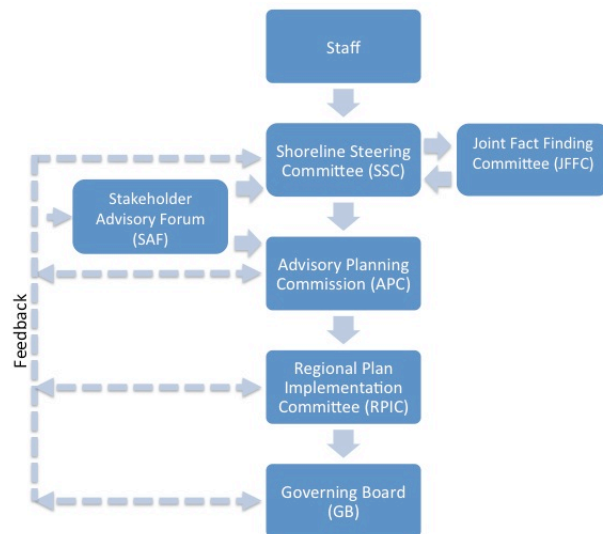
The Shoreline Steering Committee will strive for consensus among its members. Working toward consensus is a fundamental principle. The definition of consensus spans the range from strong support to neutrality, to abstention, to “I can live with it.” Any of these actions still constitutes consensus. The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