

# NETWORK CHARTER

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## NETWORK NEED

The California Landscape Stewardship Network (the Network) was established by its six founding land stewardship collaboratives because they recognized that a statewide exchange could provide critical opportunities to:

- address shared challenges,
- develop skills working across boundaries,
- build awareness of the value of this collaborative landscape-scale approach among the funding and legislative communities, and
- accelerate this emerging field to address and proactively plan for current ecological, social, and economic realities.

We are a “network of networks” formed to advance and innovate the practice of collaborative landscape-scale stewardship across the state and to learn from one another to integrate best practices into our home geographies.

Land managers have long lamented that property boundaries define the limits of our work while water, air, plants, wildlife, and people transcend them. Environmental stressors to those resources today are burgeoning, and exacerbated by a changing climate. Increasing complexity – and cost – confront landowners and managers with stagnant or declining support and resources. This is happening as we increasingly recognize the need to better engage broader communities, including those seeking respite from urban stressors and reconnection to the land, and more practitioners are shifting thinking towards a more human-inclusive model of stewardship. Add to this that knowledge gained from generations of traditional activities on ancestral lands remains untapped in too many instances. A landscape-scale approach to land management and stewardship is necessary to make lands and the communities that depend on them more resilient as a whole, and that necessitates collaboration across human-defined boundaries. We need landscape-scale stewardship – through unconventional and innovative partnerships – to accelerate the scale and pace of our work to meet that of our challenges.

In fact, cross-jurisdictional partnerships are not a new idea in California resource management. Cross-jurisdictional partnerships with a commitment to strategic, long-term, collaborative, landscape-level land management and stewardship, however, are still not widespread, are still emerging and have a lot to learn. These kinds of partnerships are gaining traction across the state as they demonstrate value over time, and though rewarding, are complex and challenging. The need for exchange among practitioners of this approach is clear, yet as of 2016 no entity existed in California to support these regional partnerships.

## NETWORK PURPOSE

The Network was founded in recognition that exchange among practitioners engaged in collaborative land stewardship could meet shared needs, such as increasing the efficiency and efficacy of these partnerships, building funder and political support, and catalyzing innovation in this practice more broadly across the state. It aims to help entities and individuals engaged in landscape-scale stewardship across jurisdictions improve collaboration toward on-the-ground stewardship goals. The Network also provides information and guidance to organizations interested in forming new cross-jurisdictional collaboratives.

The Network was formed in late 2016 by six initial member collaboratives to investigate the purpose and feasibility of a new statewide network, facilitate exchange, share tools, build relationships, meet discrete collective priorities, and promote innovation among land stewardship practitioners and their colleagues. While members’ collaborative/network models are different, and they experience different challenges working in their unique geographies, all agree that there is value in learning from each other’s experiences and that coming together can help address shared challenges.

The Network is one of three participants in the national Network for Landscape Conservation’s (NLC) peer exchange program, a pilot seeking to share knowledge, connect practitioners, and help develop a community of learning among landscape conservation initiatives across the country. The NLC is also providing guidance to the Network during its formation and early work.

As we are an emerging “network of networks” at the beginning stages of this work, we understand that our purpose may evolve with time as members’ needs change and the practice of collaborative land stewardship

advances. This may mean that our structure and operations, constituency and membership, and activities and desired outcomes, may also evolve.

Currently, the purpose of the Network is fourfold:

1. To advance landscape-scale collaboration as a tool for land stewardship;
2. To promote the exchange of information and experiences between California land stewardship collaboratives as a way to maximize their function as networks (this may include collectively addressing and communicating the value, benefit, and impacts of collaborative-based work; discussing the barriers to forming and operating; identifying approaches to reduce these barriers; and addressing the investment necessary to succeed, and the structures and mechanics that support success);
3. To gather regional land stewardship networks into a statewide network that can amplify future opportunities, impact, and our collective and individual work by forming a more cohesive statewide network; and
4. To effectively engage with the Network for Landscape Conservation (NLC) to expand information and experience exchange to a national scale.

## NETWORK PRINCIPLES

Below are several principles that members accept when joining the Network:

1. The work of the Network must serve its ultimate goal of increasing capacity and effectiveness for practitioners working collaboratively to steward lands across jurisdictional, political, and sector boundaries, to advance collaboration as a means of attaining on-the-ground benefits of sound land stewardship, and to add value to members' work.
2. Flexibility and adaptiveness in our approach will be necessary as the Network evolves and as its members' purposes and desired outcomes may change.
3. Our goals will best be achieved by mutual trust, responsiveness, flexibility, and frequent and open communication among members.
4. Participation is voluntary; however, members are committing staff time to fulfill specific roles and participate as outlined below in "Membership".
5. The Network strives for, but does not absolutely require, consensus-based decision-making among members on matters concerning the structure, operations, purpose outcomes, and shared activities of the Network. In the event consensus cannot be reached, decisions will be based on a majority vote, or by the Core Team. It is anticipated at the time of this writing that most decisions can be reached through consensus. As the Network grows, this process may be conducted differently or a new protocol put in place that adapts to the changing size and structure of the Network. Convening documents will include decisions made by the Network and reference strongly held views that were not represented in final group decision.
6. Members strive to achieve goals that provide lift to the entire Network, which may at times require members to set aside personal goals and ambitions.

## MEMBERSHIP

A "**member**" is defined as a specific collaborative/network within California; a "**representative**" is defined as a person representing that specific collaborative/network. "Representative" can also include individuals who are serving a specific role with a collaborative/network that can advance the goals, outcomes and function of the

Network. These individuals are agreed upon by the Core Team and are required to make the same commitment to representation as others.

It is anticipated that there may also be affiliate organizations or individuals that participate in the Network but are not part of member collaborative/network in California (an example is the representation of the national Network for Landscape Conservation). If it is determined to be mutually beneficial and agreed upon by the Core Team, these individuals may also designate representatives (or serve as representatives) to participate in convenings, working groups and other activities.

## MEMBERSHIP CRITERIA

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A participating member in the Network will have or is committed to:

- Land stewardship (resource management/acquisition)

Cross-sector landscape-scale partnership (e.g., supports multi-jurisdictional land managers and aligned partners, private landowners and neighbors, etc.)

- Sharing resources to accelerate (initiate) progress
- Defined geographical region
- Ongoing (long-term) work either envisioned or underway
- Adaptive and scalable approach to accomplish outcomes

Members must also be able to identify up to three representatives that can actively and meaningfully participate in the Network.

## RESPONSIBILITIES AND REPRESENTATION

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### MEMBERS

Each participating collaborative/network will:

- Designate up to three active representatives who will consistently represent their respective collaborative/network. This number may need to be reduced if the Network grows over time.
- Identify representatives who have a variety of job functions and areas of expertise to help support the core purposes of information sharing and networking among participants
- Designate members to participate on the Core Team on a rotating basis (see below)

To become a member, a collaborative must contact the Core Team representatives or the Network facilitator and discuss their interest. The Core Team will decide as a group whether there are shared goals and value from participation. At this time, we intend growth to be very deliberate and strategic so as to ensure sustainability and maintain Network cohesion and value. Given the growth of agency/organization-based collaboratives in California, and their varying foci on a wide range of topics from policy, science, and regulation to acquisition and stewardship, the Network may evolve to include varying levels of participation and a broader constituency in the future. If necessary, a more detailed protocol for adding new members or other kinds of participants will be developed and incorporated into this charter at a later time.

### REPRESENTATIVES

Each representative commits to:

- Serve as conduit between the Network and the member’s respective regional collaborative/network to exchange ideas, information, issues, and needs; and ensure colleagues contribute and have access to tools and resources
- Participate in the two annual in-person convenings
- Participate in collective evaluation of the Network’s function to help it adapt to meet membership needs
- Review and provide feedback on important documents and materials. This would likely require no more than two to three hours quarterly

## ADMINISTRATION

The Parks Conservancy, a partner of the Tamalpais Lands Collaborative, will provide administrative support for the Network, at least through the initial three-year grant cycle. Centralized facilitation and administrative support for the Network will be critical to guide priority actions, manage logistics, and provide the necessary coordination.

A voluntary Core Team (see below) that includes representation from each member will undertake the strategic planning and lead Network operations. This team will help set up systems, propose a work plan, serve as points of contact for other representatives, and facilitate progress on certain items in the work plan.

## CORE TEAM

The Network’s inaugural Core Team is made up of individuals from five of the founding Network member collaboratives, and includes representatives from government agencies, nonprofit organizations, and private consulting firms. Prior to the establishment of the Core Team, those same representatives comprised the Planning Team which was tasked with facilitating the Network’s early development. In June 2017, Network members agreed the Planning Team functions needed to expand and that the representatives should transition to a formal Core Team and undertake functions as defined in this Charter.

The suggested size of the Core Team is six to eight representatives, plus two additional representatives serving as facilitators (currently Parks Conservancy staff) and as administrative support (also currently Parks Conservancy staff). In the future, especially as the Network membership increases, Core Team members will serve discrete terms (initially three representatives will serve two-year terms, and the remaining representatives will serve a one-year term), to facilitate greater participation and investment of each member collaborative/network. Either new Core Team representatives will be added to replace the outgoing Core Team members, or will be reinstated based upon a membership vote.

Provisional criteria for selecting Core Team representatives include that they represent:

- As broad a geographic range as feasible
- Different collaboratives/networks
- A variety of types of organizations/agencies
- A variety of disciplines

Members of the core team must also demonstrate that they have the capacity to participate and bring a depth of knowledge in key landscape partnership principles and practices based on a history of leadership in these types of efforts.

Core Team representative elections will be held annually unless a member leaves prior to the completion of their term. Vacant positions will be announced by electronic mail to the Network membership. Interested member

representatives will notify the Network Facilitator with expressed interest, and a ballot will be sent out to member representatives to select new Core Team representatives.

## ROLES AND RESPONSIBILITIES

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The Core Team will provide the substantive and operational support for the Network. Operational roles will include:

- Serve as the primary convening coordinators
- Oversee the development of products and Network outcomes, including developing and managing the systems needed to share information and undertake the work of the Network

In addition to operational functions, the Core Team will serve a leadership role to guide the work, growth, and evolution of the Network. This could include:

- Supporting and coordinating the work of Working Groups to accomplish outcomes in different areas (e.g., communication, data systems sharing, fundraising, etc.). Note that a Core Team member will serve in each Working Group, but Working Group participants can also be from outside the Network
- Guiding the conversation around Network structure and governance

Core Team representatives should expect to commit approximately six hours a month to participate in an average of one monthly conference call and to review and provide feedback on Network activities and draft materials. This time commitment may increase if a Core Team member is also leading a specific Working Group, and during those months when they attend biannual Network convenings.

## WORKING GROUPS

Topic-specific Working Groups will help carry out the activities to address key Network priorities. Working groups will also play an important role promoting frequent communication and engagement with the work of the network. Working groups are assigned work identified during the two convenings per year. It is anticipated that two or three Working Groups will be established in 2017-18. Working Groups will be comprised of representatives from member collaboratives/networks that have expertise, experience, or interest in the group's respective topic and activities. There must be at least one Core Team member on each Working Group, but Working Groups may also involve representatives/members from outside of the Network. The tasks each group undertakes will be guided by the Core Team. New Working Groups may arise and established Working Groups may terminate as the Network meets current top priorities and moves on to address others. Working Group participation is voluntary.

## MEETING TYPES AND FREQUENCY

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**Convenings:** The Network will convene twice per year in person, at locations in each members' region on a rotating basis. There will be one two-day convening and one, one-day convening spaced throughout the calendar year. These convenings will be the primary opportunity to work together in person, and members are required to maintain representation at convenings. It is essential that same representatives will attend each convening to promote relationship building to the greatest extent possible.

**Core Team conference calls:** The Core Team commits to holding monthly conference calls to coordinate and advance the work of the Network.

**Working Group conference calls:** Working Groups will hold conference calls as needed at a frequency that serves their activities and timelines.

**Other:** Representatives will also announce to the broader group when opportunities arise to gather more informally for relationship building and exchange.

**Meeting/conference call protocol:** Facilitation for in-person convenings may be provided by outside facilitators and also Network representatives. Facilitation for the Core Team meetings is currently being provided by the Parks Conservancy. Facilitation for Working Group meetings is being provided by the lead representative for each working group. Meeting notes will be taken at each convening and call, and made available for the entire network to view in a shared cloud-based location.

## DESIRED OUTCOMES AND ACTIVITIES

### DESIRED OUTCOMES

The Network aims to produce the following outcomes, which will advance both the work of members and the concept of collaboration as a stewardship tool:

1. A unified community of practice among regional land stewardship collaboratives in the state that are deeply invested in landscape-scale collaboration to achieve land stewardship goals. Specifically, the Network will:
  - a. Serve as an ongoing forum to shape the future of collaborative-based landscape stewardship in California;
  - b. Host a directory of California land stewardship/landscape-scale collaboratives/networks and facilitate connections among them;
  - c. Increase capacity and effectiveness for landscape stewardship practitioners; and
  - d. Provide increased opportunities for networking, information exchange, coaching and mentoring among Network participants.
2. A framework and common vocabulary for land stewardship that Network members can use to increase awareness and appreciation of the value of landscape-scale stewardship, and help advance their own work with funders, policymakers, and other key stakeholders;
3. Solutions to shared challenges to collaborative landscape-scale stewardship at the federal, state, and local levels;
4. Increased capacity-building support for stewardship collaboratives through identifying potential funding sources including foundations, public funding, and philanthropy;
5. A virtual clearinghouse of best practices, agreements, and other resources to help Network members do their jobs more effectively and efficiently.

### ACTIVITIES

#### CRITERIA FOR SHARED ACTIVITIES

These following criteria will be used to identify and select the types of activities that will be collectively undertaken by the Network members. Activities are proposed during or in advance of network convenings and affirmed by the Core Team during convenings.

- Activities fulfill the purpose and outcomes of the Network

- Activities add value for each Network member and help them perform their work more effectively and efficiently
- Activities can be completed or significantly leveraged within the three-year grant cycle
- Activities fall under the following general themes:
  - Networking and Professional Development
  - Knowledge and Best Practice Sharing
  - Funding and Resource Support
  - Solving Common Challenges
  - Communications and Messaging
  - Systems Development

## PROPOSED ACTIVITIES

The following activities were identified as possible considerations to achieve the outcomes outlined above. This initial list is not intended to be exhaustive of what the Network may choose to undertake, rather it provides an overview of the types of activities members have identified that can help the Network reach its desired outcomes. These activities and future additions would be carefully evaluated and prioritized for implementation as resources and capacity allow.

1. Networking and professional development – such as in-person convenings, webinars, and peer shadowing, mentorship, and exchange
2. Knowledge and best practice sharing – possibly including a list-serve and/or email newsletters, social media groups, webpages, and white papers, strategies, and case studies
3. Funding and resource support – including sharing information about funding and marketing strategies, mechanisms, and opportunities and facilitating a funder forum/convening
4. Solving common challenges – including legislative, regulatory, and other obstacles to collaborative, cross-jurisdictional land management and stewardship
5. Communications and messaging – including developing shared messaging for funders, policymakers, and other key stakeholders
6. Systems development – including data management systems that transcend jurisdictional boundaries and have broad application to Network partners



## MEMBER AGREEMENT

We, the undersigned, recognize the essential nature of working collaboratively across boundaries to advance landscape-scale management and stewardship of California's vast natural resources and places that are vital to our collective well-being. We are committed to, and deeply invested in advancing the outcomes and shared principles identified in this Network Charter for the benefit of current and future generations of Californians and to reduce stressors on California's diverse natural and cultural resources.

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DATE

James Newland, Assistant District Superintendent, Programs and Services  
Orange Coast District, California State Parks  
IRVINE RANCH CONSERVANCY & ORANGE COAST DISTRICT

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DATE

Michael O'Connell, Executive Director  
Irvine Ranch Conservancy  
IRVINE RANCH CONSERVANCY & ORANGE COAST DISTRICT

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DATE

Darcie Goodman Collins, PhD, Executive Director  
League to Save Lake Tahoe  
LAKE TAHOE BASIN ENVIRONMENTAL IMPROVEMENT PROGRAM

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DATE

Kimberly Caringer, Division Manager, Environmental Improvement Program  
Tahoe Regional Planning Agency  
LAKE TAHOE BASIN ENVIRONMENTAL IMPROVEMENT PROGRAM

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DATE

Brian Avilés, Chief of Planning  
Golden Gate National Recreation Area, Muir Woods National Monument, and  
Fort Point National Historic Site  
PENINSULA WORKING GROUP

<p>Sarah Birkeland, Acting Parks Director  County of San Mateo  PENINSULA WORKING GROUP and  SANTA CRUZ MOUNTAINS STEWARDSHIP NETWORK</p>	<p>DATE</p>
<p>Ana Ruiz, Assistant General Manager  Midpeninsula Regional Open Space District  PENINSULA WORKING GROUP</p>	<p>DATE</p>
<p>Kellyx Nelson, Executive Director  San Mateo Resource Conservation District  PENINSULA WORKING GROUP and  SANTA CRUZ MOUNTAINS STEWARDSHIP NETWORK</p>	<p>DATE</p>
<p>Victor M. Bjelajac, District Superintendent  North Coast Redwoods, California State Parks  REDWOODS RISING</p>	<p>DATE</p>
<p>Michelle O’Herron, Founder and CEO  O’Herron &amp; Company  REDWOODS RISING</p>	<p>DATE</p>
<p>Steve Mietz, Superintendent  Redwood National and State Parks  REDWOODS RISING</p>	<p>DATE</p>
<p>Dylan Skybrook, Network Manager  SANTA CRUZ MOUNTAINS STEWARDSHIP NETWORK</p>	<p>DATE</p>

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DATE

Sharon Farrell, Vice President, Stewardship & Conservation and  
Acting Director for the One Tam Initiative  
Golden Gate National Parks Conservancy  
TAMALPAIS LANDS COLLABORATIVE

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DATE

Matt Leffert, Director, Philanthropic Initiatives and  
Acting Deputy Director for the One Tam Initiative  
Golden Gate National Parks Conservancy  
TAMALPAIS LANDS COLLABORATIVE

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DATE

Michael Swezy, Watershed Manager  
Marin Municipal Water District  
TAMALPAIS LANDS COLLABORATIVE

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DATE

Kevin Wright, Government and External Affairs Coordinator  
Marin County Parks and Open Space District  
TAMALPAIS LANDS COLLABORATIVE

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DATE

Michela Gentile, Project Assistant  
Golden Gate National Parks Conservancy  
TAMALPAIS LANDS COLLABORATIVE

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DATE

Jay Chamberlin, Chief, Natural Resources Division  
California State Parks  
UNAFFILIATED REPRESENTATIVE

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DATE

Leigh Goldberg, Social Scientist and Consultant  
Leigh Goldberg Consulting  
UNAFFILIATED REPRESENTATIVE

Disclaimer: In agreeing to the above, each undersigned member and representative of the California Landscape Stewardship Network (the Network) is not representing all of the member agencies, organizations and landowners of their home collaborative/network, can terminate their involvement at any time, and bears no fiscal responsibility for their participation. Additionally, the above signed representatives do not represent their employing organizations and agencies in their views expressed or activities undertaken while involved in the Network.