



# 4FRI Multi-Party Monitoring Board CHARTER

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Current version: May 6, 2014

<b>Quick guide to the MPMB</b>	
<b>Composition</b>	<ul style="list-style-type: none"> <li>• Members drawn first from existing 4FRI Stakeholders and partners, then from the scientific community as needed to fill expertise gaps</li> <li>• Membership is not capped and will be open to the general public</li> </ul>
<b>Expected Process</b>	<ul style="list-style-type: none"> <li>• Coordinate with the USFS monitoring coordinator on scientific/technical issues to carry out monitoring plan</li> <li>• Responsible for developing preliminary adaptive management recommendations for the 4FRI Stakeholder Group (SHG).</li> <li>• May administer additional effectiveness monitoring itself and/or through external contracting or “citizen science” partnerships</li> </ul>
<b>Relationship to SHG</b>	<ul style="list-style-type: none"> <li>• As a working group within SHG, the MPMB requires its own Charter</li> <li>• Beholden to SHG approval for final adaptive management recommendations</li> <li>• Provide regular briefings to the SHG on monitoring progress.</li> </ul>
<b>Relationship to monitoring coordinators</b>	<ul style="list-style-type: none"> <li>• USFS monitoring coordinator (who is responsible for monitoring coordination, database management &amp; data delivery) will sit on the MPMB as an ex-officio member, lending efficiency to the coordination of effectiveness monitoring, MPMB access to monitoring data and verification that monitoring is in alignment with the 4FRI Monitoring Plan.</li> </ul>
<b>Primary Duties</b>	<ul style="list-style-type: none"> <li>• Consult with USFS and USFS monitoring coordinator on monitoring implementation and (possibly) administration of additional, effectiveness monitoring</li> <li>• Data Interpretation—for triggers &amp; thresholds</li> <li>• Develop preliminary adaptive management recommendations for the SHG</li> <li>• Communicate with the SHG on all monitoring-related developments</li> </ul>
<b>Geographic Scope</b>	<ul style="list-style-type: none"> <li>• One Monitoring Board serves the entire 2.4 million acre 4FRI landscape (i.e. the two analysis areas).</li> </ul>

## I. Purpose of the MPMB Charter

The Four Forest Restoration Initiative (4FRI) is a joint effort of the United States Forest Service (USFS), the 4FRI Stakeholder Group (the Stakeholder Group, or SHG), and portions of four National Forests (Coconino, Kaibab, Apache-Sitgreaves, and Tonto) along the Mogollon Rim. The purpose of this Charter is to provide formal guidance to the composition, duties, organizational structure and decision-making, and membership requirements of the Multi-Party Monitoring Board

The MPMB functions as a permanent working group within the SHG, charged with carrying out the multi-party mandate within the Collaborative Forest Landscape Restoration Act (CFLRA). It is comprised



of a widely representative subset of 4FRI Stakeholder organizations as well as an ex-officio position for the USFS 4FRI Monitoring Coordinator. The board will also work closely with an ex-officio Technical Advisory Group (TAG)<sup>1</sup> that will provide science support for evaluating and analyzing monitoring data; the TAG is not required to fulfill the MPMB duties and membership requirements.

## II. Mission

The 4FRI Multi-Party Monitoring Board (MPMB) will support the 4FRI Stakeholder Group by coordinating multi-party monitoring under Section 4003(g)(4) of Title IV of the CFLRA. To this end, the MPMB will work closely with the USFS Monitoring Coordinator. The Board's mission will be to ensure that 4FRI monitoring leads to collaborative learning on the issue of whether treatments are helping to restore a fire adapted ecosystem and increasingly resilient ecological and socioeconomic processes across the entire 2.4 million acre landscape. The 4FRI Adaptive Management, Biophysical and Socioeconomic Monitoring Plan (AMBSMP) will be the guiding document for this learning process.

## III. Goals

1. Foster a long-term, data-driven, multi-party and multi-scale learning process among the SHG, USFS and all 4FRI partners.
2. Improve the comprehensiveness of monitoring through an integration of USFS implementation monitoring efforts and effectiveness monitoring protocols designed by the Stakeholder Group.
3. Ensure that monitoring data inform science-based restoration goals for forest *structure, pattern* and *function*, including: risk reduction of uncharacteristic wildfire; re-establishment of natural fire regimes; retention of large trees and protection and enhancement of old growth; enhancement of fish and wildlife habitat, including species listed under the Endangered Species Act; maintenance or improvement of water quality and watershed function; control of invasive and exotic species and effectiveness of road and trail rehabilitation.
4. Ensure that monitoring data inform socioeconomic goals, including: encourage economic and social sustainability; leverage local resources with national and private resources; reduce wildfire management costs and sustain the support of local contractors, communities, general public/forest users, and government.

<sup>1</sup>The MPMB Technical Advisory Group (TAG) will be comprised of natural and social scientists with strong analytic, statistical, experimental design, or spatial analysis skills, and who will advise the MPMB on a case-by-case basis. The TAG will be invited to develop 4FRI research projects (separate from the monitoring projects) and will be granted access to raw monitoring data for that purpose.

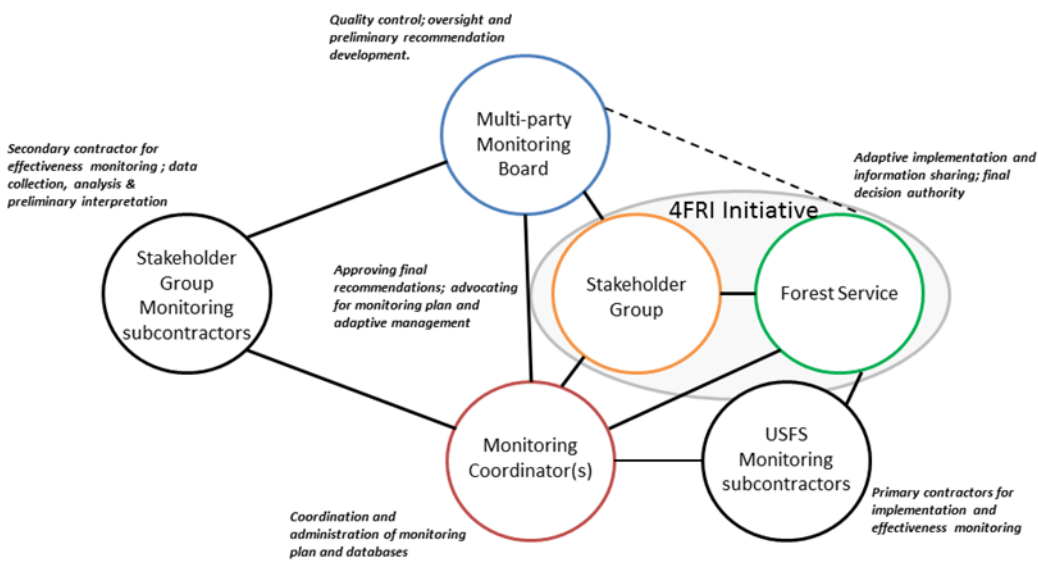


#### **IV. Board Duties**

1. Help coordinate (as needed) monitoring data collection, database management and data dissemination according to the 4FRI AMBSMP, working closely with the 4FRI monitoring coordinator (see figure below for an overview of the entities involved in 4FRI monitoring).
2. Advocate for the AMBSMP (based on SHG monitoring priorities), work to fill scientific knowledge gaps and ensure that 4FRI monitoring is informed by the best available science.
3. Effectively integrate monitoring efforts from the White Mountain Stewardship Contract (WMSC), 4FRI “bridge projects” and 4FRI NEPA task orders for the 1<sup>st</sup> and 2<sup>nd</sup> analysis areas.
4. Review monitoring data/reports from USFS (and possibly from other subcontractors if the SHG decides to fund/coordinate additional effectiveness monitoring) with respect to thresholds and triggers.
5. Deliver preliminary adaptive management recommendations to the SHG, providing evaluations of “if” and “how” to proceed when triggers/thresholds are hit. The SHG will review and finalize—via decision rules—all adaptive management recommendations from the MPMB and will collaborate with the USFS on SHG approved recommendations, acknowledging that the USFS retains final decision-making authority regarding these recommendations.
6. Provide recommendations to the SHG for establishing, updating and prioritizing 4FRI monitoring triggers and thresholds in an adaptive manner as budgets change and information becomes available. The SHG will review and finalize such recommendations using decision rules.
7. Communicate directly with the USFS on a range of technical (non-recommendation) monitoring issues (see dotted line in the figure on page 4).
8. Implement a quality assurance program for subcontractor's, to evaluate effectiveness monitoring data (see #4 above, and Appendix I, 4FRI Procurement Policy).
9. Develop regular reports on what is being learned from monitoring, including determining triggers for those indicators that don't yet have them. Provide monthly briefs to the Stakeholder Group on monitoring progress (at SHG meetings) and the degree to which USFS, subcontractors and the SHG are participating appropriately in the monitoring and adaptive management process.
10. On an annual basis, review this MPMB Charter and revise according to guidelines in section 7.
11. Assist with annual, and 5-year 4FRI CFLR reporting.
12. The MPMB will initially meet monthly, with the expectation that this frequency will generally decrease (as conditions dictate) as the project develops.



13. Coordinate with USFS on any changes (as needed, and with SHG approval) to implementation of the AMBSMP and ensure that these are treated as “living documents” that are improved through adaptive learning.
14. Coordinate with the 4FRI Communication Working Group, who will provide outreach & lessons learned from monitoring to USFS, the general public, etc.
15. Ensure that indicators monitored can be tiered directly to the national CFLRP indicators that 4FRI is required to report on and works closely with the USFS Monitoring Coordinator on preparing 5-year CFLRP reports.



Monitoring & Adaptive Management Entities

## V. Organizational Structure and Decision Making

The MPMB is a 4FRI Working Group. Working groups are a subset of the Stakeholder Group, and are coordinated by the steering committee. Working groups should be small and efficient, should represent different perspectives, and should include those with expertise on the topic. Working group products are subject to the agreement of the Stakeholder Group. The MPMB will be open to all persons with relevant skill sets (see *collective expertise*, below). The Board will be coordinated by two co-chair positions, a “first” co-chair and a “second” co-chair. The terms and the duties of the co-chairs are:

1. The term for an individual co-chair is six months (3 months in each position—see below).
2. The terms will be staggered by three months in order to maintain continuity. Upon completion of the 3 month period as “second” co-chair that member will then serve a three month term as



“first” co-chair.

3. The responsibilities of the co-chairs will be divided as follows:
  - a. “First” co-chair: develops MPMB meeting agendas in cooperation with the “second” co-chair, conducts the meeting; ensures notes are taken, edited and posted to BASECAMP within one week of the meeting.
  - b. “Second” co-chair: facilitates meeting logistics including taking or delegating note taking responsibilities.
4. The co-chairs shall act in each other’s stead if one should be unavailable to perform their duties. If the “first” co-chair resigns, the “second” co-chair becomes the new “first” co-chair and a new “second” co-chair is selected. If a “second” co-chair resigns, another MPMB member in good standing will be selected to replace them. Co-chairs must be MPMB members in good standing (see next section). Each member of the MPMB is required to serve as both “second” and “first” co-chair, and co-chair responsibilities will rotate so that all members serve an equal number of terms. This encourages board participation and diverse leadership

**Member/organization in good standing.** New participants will be welcome to join the MPMB at any time. After joining the MPMB, an individual will be considered to be in “good standing” when they have attended a minimum of three consecutive Board meetings and have abided by all ground rules for participation (see below). Meeting attendance may be in person or virtual (via teleconference/videoconference). Once an individual has attended three consecutively scheduled meetings of the MPMB, they become a voting member of the Board. First, second and third-time participants at meetings will be able to engage in all MPMB activities and deliberations, but will not be able to vote on recommendations until their fourth meeting. An exception to the meeting attendance rule may be granted, through consensus of the Board, if an individual has attended fewer meetings but has been an active and productive contributor to recent tasks and responsibilities of the MPMB. An alternate from the same organization attending in place of a member will be considered equivalent to the actual member attending.

**Removal of Board Member.** A member may be removed from the MPMB for good cause, including lack of attendance at meetings (fewer than 50% of meetings per year) or flagrant disregard or violation of the MPMB Charter. A petition to remove a member shall be submitted to the MPMB co-chairs, stating why the member should be removed, and must be signed by at least half of the MPMB members in good standing. Prior to submitting the petition to the 4FRI Steering Committee, the MPMB co-chairs must seek a response from the member in question and will attempt to resolve the matter discreetly. If the issue cannot be thus resolved, the 4FRI Steering Committee will use the decision rules to make an initial determination, which will then be presented to the Stakeholder Group for final resolution. The



member being considered for removal may not participate in either the Steering Committee or Stakeholder Group vote.

### **MPMB Meeting Ground Rules**

1. *COME PREPARED:* Read materials in advance and complete assignments on time. Stay on track with the agenda. Secure approval within your organization for permission (within limits) to reach agreement.
2. *LISTEN ACTIVELY AND AVOID DISRUPTIONS:* Turn off cell phone sounds, and avoid cell phone use or side conversations. Listen carefully to other participants. Be attentive to ensure efficient discussions. Only one participant may speak at a time.
3. *TREAT OTHERS WITH RESPECT:* Everyone brings different perspectives to the MPMB, and others may have viewpoints you had not considered. Allow expression of other ideas, even if you disagree. As the group works to achieve agreement, strive to also develop a deeper understanding. Discussions should focus on interests, not positions.
4. *PARTICIPATE CANDIDLY:* Share your views fully and honestly with everyone. Be forthright, avoid creating false expectations, and recognize that disagreement will be part of many deliberations. Be willing to explain the reasoning behind statements, questions, and actions. Openly discuss controversial issues that could undermine the effectiveness of the process if left unspoken. Represent the interests and concerns of your organization and constituents as accurately and thoroughly as possible and inform the group when the limits of your authority are reached.
5. *COLLABORATE:* During deliberation, explore ideas, without committing, as a way of opening up the collaborative problem-solving process. Avoid generalities and be specific. Help define and agree upon what important words mean. All are encouraged to respectfully challenge an idea or ask questions.

**Decision Making.** No decision will be made by the MPMB without a quorum; an absolute two-thirds majority of the Board members in good standing (whether in person or virtual) must be present at the meeting in which the decision is to be made. If the quorum believes there are key representatives missing at the meeting, they may delay a decision until the parties in question can be reached for comment. The MPMB will make every effort to reach all decisions by 100% consensus before delivering any recommendation to the Stakeholder Group. If, despite deliberations, 100% consensus is not achievable, the MPMB will present all opinions to the SHG for their determination on how to proceed and will encourage dissenting/minority opinion holders to present their views first-hand or in writing. As previously stated, all final decisions pertaining to monitoring and the AMBSMP will be made by the



4FRI Stakeholder Group, recognizing that final land management decision-making authority resides with the Forest Service.

### **Necessary collective expertise for the MPMB (ranked in order of importance)**

1. Representative of the SHG's organizational diversity.
2. In depth knowledge of the 4FRI Adaptive Management, Biophysical and Socioeconomic Monitoring Plan.
3. Familiarity with USFS staff and procedures across the entire 4FRI project area.
4. Expert experience with ecological & socio-economic monitoring on national forests.
5. Strong knowledge of the following scientific disciplines: landscape ecology, ecological restoration, ecological experimental design, regional forest ecology, fire ecology, wildlife ecology, silviculture, biodiversity, botany, hydrology, and soil ecology.
6. Strong analytic, statistical, spatial analysis and data management skills.
7. Professional administrative capacity to issue and manage contracts; quality assurance; and experience with fundraising, grant writing and development work.
8. Knowledge of the forest products industry.
9. Knowledgeable and familiar with local/state socio-political issues, and economic development.
10. Thorough knowledge of the NEPA process.

### **Membership**

- All members of the MPMB are expected to sign this charter, indicating their willingness to abide by the content herein (see page 9).
- A minimum 3 year individual commitment is requested for those serving on the MPMB. To avoid an exodus when all member terms end concurrently, the initial Board members will be randomly assigned three variable terms, (one, two and three year) to stagger the completion of their membership. Departing members are asked to solicit replacements that bring similar skill sets to the MPMB.

(note: The MPMB also needs to consider how to fulfill monitoring obligations under section 403(G)2 of the CFLRA; while the 4FRI NEPA contracting period is 10 years, multi-party monitoring under the Act will



be continued “for not less than 15 years after project implementation commences”, or in the case of the 4FRI, 2025).

- Upon retirement of a Board member, an exit interview will be conducted to retain institutional memory and glean important reporting information since that Board member may not have been serving on the Board during the last CFLRP 5 year report.
- MPMB meetings will be held as needed. A subset (one co-chair at a minimum) of the MPMB will be present at all SHG monthly meetings. On average, it is expected that a member of the MPMB will need to allocate approximately 10-15 hours/month to performing their membership duties.

## GLOSSARY

<b>AMBSMP</b>	Adaptive Management Biophysical and Socioeconomic Monitoring Plan
<b>CFLRA</b>	Collaborative Forest Landscape Restoration Act
<b>4FRI</b>	the Four Forest Restoration Initiative
<b>MPMB</b>	Multi-Party Monitoring Board
<b>NEPA</b>	National Environmental Policy Act
<b>SHG</b>	4FRI Stakeholder Group
<b>TAG</b>	Technical Advisory Group
<b>USFS</b>	United States Forest Service
<b>WMSC</b>	White Mountain Stewardship Contract





**MPMB CHARTER SIGNATORIES**

<b>Signature</b>	<b>Name</b>	<b>Date</b>	<b>Affiliation</b>



## Appendix I

### **Code of Conduct (also Conflict of Interest)—from 4FRI Procurement Policy**

A Code of Conduct shall govern the performance, behavior and actions of the 4FRI Stakeholder Group, including charter members, volunteers, or agents who are engaged in any aspect of procurement, including – but not limited to – purchasing goods and services; awarding contracts and grants; or the administration and supervision of contracts.

1. Conflicts of interest may arise when any volunteer or agent of the 4FRI Stakeholder Group has a financial, family or any other beneficial interest in the vendor firm selected or considered for an award.
2. Prior to 4FRI Stakeholder Group Steering Committee action on a Contract or Transaction involving a Conflict of Interest, a member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting. If any 4FRI Stakeholder Group members are aware that staff or other volunteers have a conflict of interest, relevant facts should be disclosed by the interested person him/herself.
3. A person who has a Conflict of Interest shall not participate in or be permitted to hear the Steering Committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
4. The person having a conflict of interest may not vote on the Contract or Transaction and shall not be present when the vote is taken. Such person's ineligibility to vote shall be reflected in the minutes of the meeting.
5. As permitted by law, rule, policy or regulation, the 4FRI Stakeholder Group shall pursue appropriate disciplinary action against member who is alleged to have committed or pled no contest to a procurement related infraction. If said person has been disciplined or pled no contest to a procurement violation, said person shall be removed from any further responsibility or involvement with grants management, procurement actions or bid.