

## **Four Forest Restoration Initiative (4FRI) Stakeholder Group Charter**

### **I. PURPOSE OF THE CHARTER**

The Four Forest Restoration Initiative (4FRI) is a joint effort of the United States Forest Service (USFS) and portions of four National Forests (Coconino, Kaibab, Apache-Sitgreaves, and Tonto) along the Mogollon Rim and the 4FRI Stakeholder Group (the stakeholder group). The purpose of the Charter is to provide operating guidelines for stakeholders who intend to work collaboratively with the USDA Forest Service in planning, designing and implementing the Four Forest Restoration Initiative.

This Charter is one of several documents developed or that may be developed by the stakeholder group. These documents include: The Path Forward that presents initial guidance for restoration activities, a Strategic Plan, and a Memorandum of Understanding (MOU) that defines the working relationship between the Stakeholders and the USFS.

### **II. VISION**

The vision of the Four Forest Restoration Initiative is restored forest ecosystems that support natural fire regimes, functioning populations of native plants and animals, forests that pose little threat of destructive wildfire to thriving forest communities and support sustainable forest industries that strengthen local economies while conserving natural resources and aesthetic values.

### **III. MISSION**

The Mission of the 4FRI is to: 1) integrate comprehensive restoration, fire management, and community protection planning at the landscape scale; 2) strategically prioritize and place restoration treatments; 3) safely re-establish natural fire regimes at the landscape scale; 4) identify and implement sustainable cost offset opportunities through wood and biomass utilization; 5) employ monitoring and adaptive management supported by the best available science; (6) build public support for accomplishing restoration and community protection through public education, and 7) support land use policies that enable landscape-scale restoration while meeting the ecological goals of the 4FRI.

### **IV. ACTIONS**

We agree that the following actions will be necessary to fulfill this vision and mission:

- A. Carry forward principles and agreements contained within the *Path Forward* and translate them into proposed actions for landscape-scale, ecologically-based forest restoration within the 4FRI area.
- B. Design and implement innovative strategies for collaboration, planning (both programmatic and project-level), contracting, research, monitoring, adaptive management, and project implementation in order to effectively and efficiently accelerate forest restoration across the 4FRI area.

- C. Work with the Forest Service at multiple stages prior to, during, and following the NEPA process on such products as the purpose and need statement, proposed action, alternatives, collection and use of data, impact analysis, development of a preferred alternative and/or recommendations regarding mitigation of environmental impacts, and the development and adoption of monitoring and adaptive management processes.
- D. Work with the Forest Service prior to, during, and following implementation and monitoring to help ensure that treatments achieve our goals. We will provide timely feedback in order to help the Forest Service adapt implementation, as well as help find resources to integrate all aspects of comprehensive restoration.
- E. Advocate for development of and/or continuation of long-term contracts and/or agreements that support appropriately-scaled industry involvement in thinning of 50,000 acres annually over a 20-year period within the 4FRI area, as outlined within the *Path Forward*. As part of this process, participate in the development and evaluation of various utilization strategies/opportunities, including their economic feasibility, potential for cost-offsets, and contribution to the overall 4FRI mission and vision.
- F. Support public and private investments needed to carry forward landscape-scale forest restoration with maximum efficiency and effectiveness.
- G. In conjunction with the Forest Service implement the Landscape Strategy and future strategic plans.
- H. Identify and support necessary policy changes to support comprehensive restoration.

## V. ORGANIZATIONAL STRUCTURE

The stakeholder group is an informal organization with open membership. The organization structure consists of three nested and interrelated entities: the stakeholder group, a steering committee, and work groups. Operating rules for the stakeholder group and the steering committee are in Section X.

**Stakeholder Group-** The stakeholder group is the primary decision making body. Stakeholders can represent individuals or organizations. Membership is open to the public. Individual stakeholders or one individual representing a stakeholder organization is entitled to participate in decisions before the group after fulfilling the requirements in Section X.

**The Steering Committee-** The steering committee consists of individuals from the whole stakeholder group. The Steering committee's role is to manage the logistics of the stakeholder group, set agendas, organize meetings, maintain appropriate documentation, and suggest work groups to the stakeholder group. Operating rules are established in Section X.

**Work Groups- Work groups** are a subset of the whole stakeholder group, and are coordinated by the steering committee. Work groups should be small and efficient, should represent different perspectives, should include those with expertise on the topic and should be formed and disbanded as work arises and is completed. Work group products are final subject to the agreement of the stakeholder group.

## VI. DECISION RULES AND DELIBERATION

### A. Process for developing Stakeholder Group recommendation, Stakeholder Group positions and internal decisions according to the 4FRI Charter

These decision rules guide the internal process for providing collaboratively developed Stakeholder Group recommendations and Stakeholder Group positions to external audiences, such as the USFS or general public, as well as arriving at internal decisions. The Decision Process will be invoked by the facilitator.

### B. Relevant definitions:

**Stakeholder Group recommendation:** Recommendations to decision authority (Land Manager, USFS) on land management actions, including but not limited to project planning, forest plan revision, implementation techniques.

**Stakeholder Group position:** Formal statement from 4FRI stakeholder group designed for public or agency education, awareness, or advocacy. Examples include (but not limited to): Expressing support or advocating for public funds; developing and delivering key messages or press packets to press; developing proposal for private foundation funding.

**Internal Decision:** Decisions that affect the internal operations of the Stakeholder Group and that will not be formally shared with external audiences, such as the USFS or general public, such as assigning tasks and decision-making authority to work groups and the Steering Committee or making decisions regarding the awarding of money in accordance with established fiscal policies.

### C. The Stakeholder Group will always strive to reach the highest level of agreement (Agreement without Reservations) (see Table 1). Where we have agreement, it will be documented and communicated to the appropriate entity.

However, if all stakeholders have made every effort to reach an “Agreement without Reservations” and find that it is not possible, the stakeholder group will use the decision rules to measure the level of agreement among the stakeholders. This approach will enable stakeholders to see where everyone stands, as well as to provide a standard approach for characterizing, documenting and communicating agreements.

If agreement w/o reservations, agreement w/ reservations, or agreement by acquiescence cannot be met (i.e., any Stakeholder Group member disagrees) after an established time period, the stakeholder group shall attempt to narrow the scope of its recommendation/position/decision to those specific issues or areas where some level of agreement (i.e., agreement w/o reservations, agreement w/ reservations, or agreement by acquiescence) exists, and then proceed in accordance with Table 2 to reach resolution on the disagreement items.

**TABLE 1: PROCESS FOR DEVELOPING AND COMMUNICATING STAKEHOLDER RECOMMENDATIONS, POSITIONS, AND INTERNAL DECISIONS**

Level of Agreement by Individual/ Organization	Internal Outcomes and Expectations	Communication of Outcomes
<b>Agreement w/o Reservations</b>	All members will support and advocate for the decision. Before moving to other levels of agreement the group will make every effort to arrive that this level.	All members will collectively communicate the decision to the appropriate entity (i.e., USFS, public, internal stakeholder group)
<b>Agreement w/ Reservations</b>	All members will support the decision, and those who had reservations must express them and have them recorded.	All members will collaboratively identify areas of agreement and communicate those to the appropriate entity. Recorded reservations will be for internal and agency documentation only.
<b>Agreement by Acquiescence</b>	All members support the decision, abstain, or are opposed but are willing to allow the collaborative effort to move forward. Those who abstained or are opposed must express their reasons and have them recorded.	All members will collaboratively identify areas of agreement and communicate those to the appropriate entity. Recorded reservations will be for internal and agency documentation only.
<b>Disagreement</b>	<p>There is recognition that disagreement is not the desired end point.</p> <ol style="list-style-type: none"> <li>1. If there is disagreement, a written report will be produced, identifying specific points of disagreements and explaining the interests or rationale underlying the specific points of disagreement. The written report will be for internal use only. The written report will identify the individuals or organizations supporting specific interests or rationales and, when possible, include constructive alternatives to remove the disagreement.</li> <li>2. A process and timeframe will be established for writing the report, addressing concerns, and for moving to a higher level of agreement.</li> <li>3. In the process, only interests or rationale included in the document will be considered. Failure to include any interests or rationale that lead to disagreement in written form in the established time frame for inclusion within the report will result in the loss of ability to consider such interests or rationales moving forward, which may result in Agreement by Acquiescence.</li> <li>4. When that timeframe has ended and there is still no agreement, the stakeholder group shall move forward in accordance with Table 2.</li> </ol>	All members will collaboratively identify areas of agreement and communicate those to the appropriate entity in accordance with the process and communication described in Table 2.

**TABLE 2: COMMUNICATION OF DISAGREEMENT**

If a higher level of agreement is not reached in the agreed upon timeline, then the following rules will apply:		
Internal Process and Documentation	Communication of Disagreement to General Public <i>(mostly stakeholder group positions)</i>	Communication of Disagreement to Forest Service <i>(mostly recommendations but can also be stakeholder group positions)</i>
1. All individual Stakeholder positions will be clearly recorded in meeting minutes.	<p>The Stakeholder Group has no final position to communicate on the specific issue. Communication may be crafted stating items of disagreement if agreed to by all members. Nothing regarding that specific issue shall be conveyed to the general public by the Stakeholder Group until this is decided upon.</p> <p>Individual stakeholders may convey their individual concerns or support for positions for which the Stakeholder Group has no position, so long those comments do not disparage the collaborative process.</p>	<p>Report from Table 1:</p> <p>A written report will be produced, identifying specific points of disagreement and explaining the interests or rationale underlying the specific points of disagreement, which will each be qualified with the following language referring to stakeholders:</p> <p>Most=Strong Majority            Many=More than Half            Some=Less than Half            Few=2 or 3            One=Singular</p> <p>Individual stakeholders may convey individual concerns to the USFS.</p>

Decisions, agreements, and reservations will be clearly documented and made available on BASECAMP (<https://ffri.basecampHQ.com/login>) and the public website as part of the public record.

**VII. STAKEHOLDER RESPONSIBILITIES AND CONDUCT**

**A. General Stakeholder Responsibilities**

The stakeholder group will work to achieve the vision, mission, and actions identified in sections II-IV. In order to accomplish this, the stakeholder group will:

1. Hold open meetings: Make all meetings open to the public to ensure a full and complete engagement.
2. Mentor: Welcome and actively reach out to new members. It can be intimidating to join and actively participate in any established body. Help new participants understand the 4FRI, its protocols and its members. Encourage their active participation.
3. Actively participate. To help make the initiative successful, individual stakeholders will:
  - a. Endeavor to attend all monthly meetings and remain informed of actions taken at meetings they could not attend.

- b. Be prepared to offer alternative language or examples during discussions
  - c. Volunteer for the steering committees, work groups, and leadership positions
  - d. Get involved early in work groups and deliberations where you will want to provide active input and feedback
  - e. Encourage other stakeholders in the group to assume responsibility and leadership
4. Communicate with the Forest Service: Maintain communication with the Forest Service in order to track ongoing processes and upcoming decisions so that the group can provide timely input.
  5. Deliver recommendations: Develop agreement-based recommendations that are intended as the basis for Forest Service action and implementation, and when agreement is not possible, capture and present to the Forest Service levels of agreement. Provide recommendations to the Forest Service in a timely manner.

## **B. Individual Stakeholder Conduct Standards**

These standards are the governing principles of conduct and behavior among stakeholders. They are intended to foster respect and trust. In the spirit of progress and cooperation the stakeholders commit to the following standards:

1. Operate in good faith.
  - a. Address difficult issues directly with individual stakeholders or the larger stakeholder group.
  - b. Any action undertaken to undermine an individual stakeholder's membership (outside of the formal processes outlined in Section X of the Charter) is considered a flagrant violation of the Charter.
  - c. Stakeholders shall assume that other members are acting with the best of intentions. Members should be willing to discuss their actions in advance with the stakeholder group in order to minimize the potential for any misunderstandings.
  - d. As possible, according to organizational policy, members will alert the stakeholder group of any imminent legislative, legal, or administrative review actions that would significantly affect the efforts of the stakeholder group.
  - e. Members are encouraged to share all relevant information pertinent to the stakeholder group. Members should disclose issues and concerns during meetings of the full stakeholder group in order to enable the stakeholder group to attempt to address challenges.
2. Honor the Charter and the work of the stakeholder group.
  - a. Hold oneself and other members accountable in adhering to the purpose, convening values, and goals of the 4 Forest Restoration Initiative and this Charter.
  - b. Honor work completed in stakeholder groups, work groups, and the steering committee. All members are invited to participate in any subgroup. Large and diverse stakeholder groups can be inefficient at completing detailed work. The full Stakeholder Group should focus its efforts on actions that will help achieve the 4FRI vision and mission.
  - c. Outside communications by individuals/organizations with decision makers, the media, and the public are expected but should not undermine agreements made by 4FRI. When formally representing the 4FRI collaborative, individual stakeholders must clearly and specifically differentiate when they are representing the collective

interests of the group, and when they are referencing their own organizational interests.

3. Support the work of the 4 Forest Restoration Initiative
  - a. Each member will support the efforts of the 4FRI among colleagues and the public, even (especially) when it involves risk-taking beyond the comfort zone of one's core constituency.
  - b. Where the stakeholder group has agreed to proceed but there are members that provide "agreement with reservations" or "agreement by acquiescence," the intent of any outside expression of those reservations will not be to undercut the group's agreement. In addition, members with reservations shall be treated respectfully.
  - c. Work to ensure that any agreement developed by the stakeholder group is acceptable to your constituents or organization.

### **C. Stakeholder Meeting Ground Rules**

The stakeholder meeting ground rules govern the interactions at Stakeholder Group meetings. Ground rules ensure meetings are efficient and effective, and help maintain a group focus on issues, goals, and objectives. Stakeholders attending meetings agree to participate according to the following 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 phones sounds and avoid 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 4FRI, 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.

## VIII. ROLE OF FACILITATION

**Facilitation** - At the outset, the group will employ the services of a professional facilitator. The Facilitator is neutral and directs the flow of meetings. The facilitator will work with the steering committee to develop and implement meeting agendas, will help the stakeholder group establish and convene work groups and will produce meeting summaries. The facilitator will help the stakeholder group maintain accountability, resolve differences, and construct agreements and recommendations for the Forest Service. The facilitator will assist the group to transition to self-facilitation.

## IX. COMMUNICATION

The stakeholder group will maintain an environment that promotes open, frank and constructive discussion. Members recognize that such an environment must be built on mutual respect and trust, and each commits to avoid actions that would damage that trust. Therefore, in communicating externally about the group's work, including communicating with the news media, elected officials, political appointees, and agency employees, each member agrees to:

1. Speak for themselves or the organization they represent.
2. Where the stakeholder group has agreed to proceed but there are members that provide "agreement with reservations" or "agreement by acquiescence," the intent of any outside expression of those reservations will not be to undercut the group's agreement. In addition, members with reservations should be treated respectfully.
3. Avoid characterizing the personal or organizational positions or comments of others; and,
4. Consider the impact that a public statement may have on the group, mutual trust, and the ability for the stakeholders to complete their work.

The communications work group works proactively to prepare communication documents for approval by the stakeholder group and assists (when appropriate) with Forest Service media releases and communications as well. The group identifies significant milestones in the stakeholders' activities, and prepares documents and activities that capitalize on the 'headline-worthiness' of such events. Documents and activities will include: media events, talking points, maintaining a list of subject matter experts, updates for the website, and other materials as needed.

### A. Very Time-Sensitive Actions

We will strive to avoid crisis management situations; however, when there is a time sensitive need to respond to the news media such as when a response to media query is necessary within a very short timeframe, any 4FRI member will:

1. Represent him/herself and/or organization, making it clear he/she is not speaking on behalf of the stakeholder group.
2. Respond in a manner supportive of 4FRI, and where appropriate using reference documents approved by the stakeholder group.
3. Immediately provide the media representative with an up-to-date contact list consisting of a contact person for every 4FRI member organization.



4. Immediately email all members on the 4FRI contact list to inform them that a media representative has expressed interest in 4FRI and has been given the contact list.

### **B. Time-Sensitive Actions**

If there is more than 24 hours to work with the media, but communications need to occur before the next stakeholder group meeting:

1. The communications work group will develop draft materials and submit them for review by the steering committee. Such materials will be subject to approval by the steering committee, upon which time the steering committee will distribute the materials to the stakeholder group. The stakeholder group will evaluate and critique such communications at the next stakeholder group meeting.

### **C. Non Time-Sensitive Actions**

If communications can wait until the next stakeholder group meeting, the communications work group will develop materials for review by the stakeholder group that will then approve them and discuss needed actions at the next meeting

**Notes and Communication-** In order to facilitate smooth operation, the stakeholder group will use a web-based utility (currently BASECAMP: <https://ffri.basecampHQ.com/login>) and the public Website to maintain meeting schedules, notes and agreed upon or final documents.

The notes from the 4FRI meetings will capture agreements, reservations, and next steps. The notes will be returned to the stakeholder group for review and corrections. The notes will be finalized within a specified timeframe and posted to BASECAMP and the public website.

Each work group should keep notes that include agreements and next steps. The notes will be returned to the work group members for their review and corrections. The notes will be finalized within a specified timeframe and posted to BASECAMP.

## **X. PARTICIPATION AND OPERATING RULES**

The 4FRI stakeholder group is open to any individual or organization interested in participating in the effort. The 4FRI stakeholder group will use the decision rules in Section VI on issues pertaining to the Four Forest Restoration Initiative.

### **A. Four Forest Restoration Initiative Stakeholder Group – General Membership**

1. **Organization.** The 4FRI stakeholder group (hereafter the stakeholder group), is an informal organization.
2. **Membership.** Membership in the stakeholder group is open to organizations and individuals. Multiple individuals may join representing the same organization.
3. **Establishing Membership.** There are two forms of membership: An individual membership (Individual member) or an individual representing an organization membership (Organizational member). To become a member of the 4FRI stakeholder group, an individual, or an individual representing an organization must sign the 4FRI Stakeholder Group Charter and agree to uphold the spirit and guidelines of the Charter.

4. **Member eligibility to participate in 4FRI decision-making.** Individual stakeholders or one individual representing a stakeholder organization are eligible to participate in 4FRI decisions:
  - a. At the next general meeting after joining as a member, if the individual or an organization is in good standing (see section 5 below); or
  - b. A member in good standing who is unable to attend a stakeholder meeting may send an alternate to represent them during decision making. It is the responsibility of the member to ensure that their alternate is well informed on the matter before the group.
  
5. **Member or organization in good standing.** During their first year, an Individual or Organizational member will be considered in “good standing” if they have attended at least half of the stakeholder meetings since joining. After the first year, an Individual or Organizational member will be considered in good standing if they have attended at least four stakeholder meetings during the previous twelve months. Attendance at a meeting can be either physical or electronic (i.e. teleconference or webinar). As per X.A.4.b, an alternate attending in place of a member will be considered equivalent to the actual member attending.
  
6. **Removal of a Member.** A member may be removed from the stakeholder group for good cause, including lack of attendance at meetings or flagrant disregard or violation of the Charter. A petition to remove a member shall be submitted to the steering committee, provided the petition states why the member should be removed, and is signed by at least half of the stakeholder group members in good standing. The steering committee must seek a response from the member in question, and will attempt to resolve the matter discreetly before presenting it to the stakeholder group. The steering committee will use the decision rules in making 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.

## **B. General Meetings of the Four Forest Restoration Initiative Stakeholder Group**

1. **Meeting Logistics.** Meetings will be held on the fourth Wednesday of each month unless otherwise specified at the previous general meeting.

## **C. The Steering Committee**

1. **Committee.** The Steering Committee (hereafter referred to as the “Committee”) is a continuing body that serves the stakeholder group.
2. **Committee Membership.** Membership on the committee is voluntary and open to any member in good standing.
3. **Composition.** Ideally, the Committee should consist of a minimum of eight members with representation from:
  - a. A 501(c)(3) nonprofit environmental organization
  - b. A forest commercial use representative (can be wood products based or other)

- c. An organization representing woods workers or restoration based employment opportunities
- d. A state or federal agency
- e. A tribal representative
- f. An academic institution
- g. Local government
- h. At large from the 4FRI stakeholder group

4. **Committee Member Responsibilities.** Rotation of committee members is encouraged to promote broad participation, diversity, and renewal. Those individuals that volunteer will:

- a. Commit to serving a two year term
- b. Seek to be responsible to the needs of the 4FRI stakeholder group
- c. Attend and prepare for meetings and conference calls
- d. Attend general stakeholder group meetings
- e. Share the workload
- f. Not miss three consecutive committee meetings (notwithstanding excused absences where the coordinator has been notified in advance)

5. **Removal of Committee Member.** A member may be removed from the steering committee for good cause, including lack of attendance at meetings or flagrant disregard or violation of the Charter. A petition to remove a member of the steering committee shall be submitted to the steering committee, provided the petition states why the member should be removed, and is signed by at least half of the stakeholder members in good standing. The steering committee must seek a response from the member in question and will attempt to resolve the matter discreetly before presenting it to the stakeholder group. The steering committee will use the decision rules in making 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.

6. **Filling Vacancies.** Should committee membership fall below the threshold established in Section 3 the Committee will actively recruit new members representing gaps in representation.

#### 7. **Duties and Responsibilities of the Committee**

- a. The Committee is responsible for coordinating the activities of the stakeholder group in an open and transparent manner.
- b. The committee shall meet at least monthly to transact business. Meeting notices and notes will be posted on BASECAMP.
- c. In carrying out its responsibilities, the committee will:
  - i. Select a facilitator, develop an appropriate Scope of Work, and coordinate and evaluate their work on an ongoing basis
  - ii. Develop agendas for the stakeholder group meetings

- iii. Coordinate the development and distribution of documents of general importance to the stakeholder group
  - iv. Recommend the formation of work groups to the stakeholder group
  - v. Coordinate with and between work groups
  - vi. Coordinate timelines and activities with the Forest Service
  - vii. Report activities to the stakeholder group in a timely manner including press releases
  - viii. Manage and monitor membership
  - ix. Offer monthly reports to the stakeholder group
- d. The officers and committee will have responsibilities as delegated by the stakeholder group and this Charter.
- e. The committee will recognize the establishment of work groups and coordinate the creation of a short document that clearly articulates the goals, objectives, and tasks of each work group.

## **8. Committee Officers**

- a. The committee will select officers from within the committee by requesting volunteers. The officers will consist of two co-chairs. The terms and the duties of the co-chairs are:
- i. The term for each co-chair is six months.
  - ii. The terms will be staggered by three months in order to maintain continuity.
  - iii. The responsibility of the co-chairs will be divided as follows:
    - (a) Co-chair one: Develops committee meeting agendas in cooperation with the committee, conducts the meeting; ensures notes are taken, edited and posted to BASECAMP
    - (b) Co-chair two: Facilitates meeting logistics including taking or delegating note taking responsibilities.
- b. The co-chairs shall act in each other's stead if one should not be available to perform its functions. If a co-chair resigns before the end of their term the committee will recruit a committee member to fill that vacancy and complete the term of the co-chair that resigned. Co-chairs who have completed a six month term are encouraged to wait six months before becoming co-chair again. This is in order to encourage broad participation and diverse leadership.
- c. The committee shall be responsible for the maintenance of the official records that document membership and members in good standing.

## **XI. ANNUAL EVALUATION**

The stakeholder group will set aside time at least once a year (early October) to systematically evaluate the 4FRI program and actions to ensure regular adaptation and improvement; during the annual evaluation, the stakeholder group will also consider changes to foundation documents, including the Charter of the 4FRI.

## **XII. FUNDING**

All stakeholders recognize that they are working in collaboration with the USFS to support comprehensive restoration and advance the long-term ecological, social, administrative, and economic goals of the 4FRI. Comprehensive restoration includes more than just thinning trees and managing fire; it involves a wide range of activities that include (but are not limited to) road rehabilitation and/or obliteration, erosion control, riparian protection and/or rehabilitation, invasive species prevention and/or removal, etc. Implementation, monitoring, and adaptation of these comprehensive restoration activities will likely require funds above and beyond USFS capabilities. Stakeholders will support these efforts by seeking out, applying for, and/or advocating for funding whenever opportunities arise. If and when funding is received by the stakeholder group, the stakeholder group will make decisions regarding funding allocation, and will determine an appropriate mechanism for monitoring and accounting for this funding.

**We the undersigned affirm our commitment to the 4FRI process and this Charter:**

**Signatures (attached)**

**Revisions to the Charter were adopted at the Stakeholder Group Meeting on 2/27/13. With the following “Agreement with Reservations” expressed by Arizona Game and Fish Department:**

“The Department has reservations about “Communication of Disagreement” (Table 2). Providing different messages to the general public and the U.S. Forest Service could be seen as a lack of openness and transparency by the 4FRI collaborative. Since the group includes agencies subject to Freedom of Information and Public records requests, deliberative materials will be readily available regardless.”