LCC Network Organizational Structure

22 Individual LCCs
- Steering Committee
- Staff
- Technical Committees

LCC Network Operations
- LCC Coordinators Team
- Science Coordinators Team
- Executive Committee
- Work Groups

LCC National Council
- Coordination & Strategic Guidance
- Federal; State; Tribal; NGO; LCCs; Major Partnerships; International.

LCC National Council Charter

Introduction

Conservation challenges facing today's natural and cultural heritage, including the impacts of climate change, are enormous. They represent a force of change more consequential than any previously encountered. The magnitude of the challenge is so unprecedented and great that it requires us to come together, harness our collective power and approach conservation in ways we never have before.

Existing governance structures struggle with landscape-scale management and the multiple scales of collaboration and coordination required. A network of 22 self-directed Landscape Conservation Cooperatives (LCC) was established to help address these complex conservation and collaboration challenges. This network is working across geographies and jurisdictions at a new regional scale, and is delivering unprecedented regional collaboration. The LCC network is helping to enable conditions to support the success of conservation efforts and initiatives underway across the landscape. The vision, mission, and guiding principles of the LCC network are outlined in an appendix to this charter.

The LCC National Council will serve the LCC network by learning from them and helping to identify the ecological and institutional challenges faced by the LCCs that should be addressed at the national scale. Serving as the national voice for the LCC network, the Council will seek to support changes that can be made at the national level to facilitate the work of the LCCs. The Council will provide a platform for highlighting LCC successes and challenges. Sustained funding is needed for the LCC network, and the Council will work to ensure that local and regional partnership efforts are supported at the highest levels. To achieve these goals, the Council will meet at a minimum biannually to identify and consider high-priority issues and to make recommendations to support the LCC network. Every member of the Council has an equal seat at the table, and consensus will be sought for any decision or recommendation the Council endorses. National Council composition is meant to be reflective of the LCC network as a whole.

Looking inward, the LCC National Council will provide national-level coordination to identify opportunities to reduce duplication, leverage resources and capacities, and improve efficiencies and conservation outcomes across the LCCs.

While the Council will not serve as an umbrella entity to coordinate and oversee all landscape-level initiatives, strategies, national plans or coordination efforts, members will strive to seek input from all partners and to remain informed on key opportunities for collaboration. Communication is recognized as a critical component for success, and the Council will seek dialogue with agencies, tribes, environmental organizations, educational institutions, and other partners to maximize the goals, objectives and success of the LCC network. The National Council should prioritize the development of a strategy to maximize opportunities for input and information-sharing between the LCCs and the LCC National Council.

This is an interim Charter that will serve as guidance to convene the LCC National Council. All elements of this Charter, including Council membership, will be revisited by the LCC National Council within the first two years of operation. The Council will revise the Charter as needed moving forward.

Purpose

The LCC National Council will support the cooperative, large-scale conservation efforts of the LCC network by working with them to enhance coordination among the LCCs and to identify ecological and institutional challenges such as climate change and other landscape-scale stressors[2] that should be addressed on the national and international scale. Serving as the national voice for the LCC network, the Council will seek to support actions that can be taken at the national level to facilitate the work of the cooperatives. The LCC National Council will support all self-directed LCCs and their diverse individual missions, some of which include cultural resources. Once established, the LCC National Council will establish operations and implementation frameworks as needed.

Goals

The following LCC National Council goals emerged from the LCC network and from national-level partners. These goals identify needs essential to sustaining the viability of the LCCs that the existing LCC network cannot address without additional national-level support:

- Integrate national conservation initiatives and partnerships (i.e. State Wildlife Action Plans, Migratory Bird Joint Ventures, National Fish Habitat Partnerships, and The Nature Conservancy's Ecoregional Assessments) with the LCC network and provide a venue for higher-level conversations about reducing programmatic duplication and improving efficiency.
    - The Council's goal is not to integrate all national initiatives under one umbrella, but to promote coordination of the LCC network with relevant national conservation initiatives.
- Promote, support and ensure recognition of the LCCs as an effectively-functioning, coordinated, and connected network that enhances landscape-scale conservation.
- Build a national-level constituency for the LCCs that:
    - Focuses on strategic policy engagement
    - Shares LCC achievements
    - Promotes the LCCs within federal agencies and Congress
    - Catalyzes greater commitment by partners to the regional LCCs
- Communicate consistent messages about the LCC enterprise at the national level
- Increase tribal, Alaska Native, Canada First Nation, Native Hawaiian, Pacific Islander, Caribbean, and other indigenous peoples' engagement in the LCCs.

Organizational Structure

[2] This term is used in the context of broad spatial scales that may encompass coastal or marine systems, freshwater systems, and terrestrial systems, depending on the scope defined by the individual LCCs.

LCCs: There are 22 individual, self-directed LCCs. Each LCC is governed by a voluntary steering committee with members typically representing conservation and resource management partners from a wide variety of federal, state, territorial and international agencies; tribal and other indigenous governments, non-governmental organizations, and others located within the LCC geographic region. Each LCC also has a staff Coordinator and Science Coordinator. At the national level, there is a National LCC Coordinator and an Assistant National LCC Coordinator.

LCC Network: The LCC network is composed of the twenty-two individual LCCs and their linkages, including Steering Committees, staff, partners, and other individuals, organizations, and agencies associated with the LCCs.

LCC Network Operations: To enable the LCCs to function as a coordinated network, the core staff from the LCCs have organized an LCC Coordinators Team (LCT), comprised of the Coordinators from each of the 22 LCCs and the National LCC Coordinators, and an LCC Network Science Coordinators Team that is comprised of the Science Coordinators from each of the 22 LCCs and the National LCC Coordinators. The LCT has selected an Executive Committee to work directly with the National LCC Coordinators and the LCT collectively on aspects of LCC network operations, and other matters as appropriate, while respecting individual LCC steering committee governance authority.

LCC National Council: The Council will coordinate, collaborate, and provide strategic guidance to the LCC network and all its partners. Additionally, the Council will work to engage other organizations, agencies, tribes, and NGOs to further support collaborative landscape-scale conservation.

LCC National Council Working Groups: When the Council has identified a high-priority issue, action, or product, they may form a workgroup to conduct discussions and prepare recommendations for consideration by the Council. Workgroups will carry out tasks as assigned by the Council. Workgroups may be permanent or non-permanent, and may disassemble when an issue is resolved or a product is completed.

Membership[3]

Selection Criteria

The following are characteristics the LCC National Council seeks in all members. Individuals selected for the council will be collectively evaluated relative to these required characteristics:

- Be an active participant and an advocate for the LCC mission.
- Have a commitment and willingness to collaborate.
- Be able to think beyond the boundaries of his/her agency, organization, or tribe.
- Be able to represent a broad array of natural and cultural resources.

[3] Note that the selection process and criteria will differ slightly for each type of member. The full National LCC strategy team will review and approve all potential members nominated for the National Council prior to extending invitations.

- Have decision-making authority/influence within their agency, organization, or tribe.
- Be committed to soliciting input from and reporting back to their agencies, organizations, tribes, and colleagues.
- Have experience in collaborative processes at different scales.
- Be involved with an agency, organization, or tribe that:
    - Is engaged in the LCC enterprise.
    - Has resources and/or a mission that aligns with the LCC mission.
      Has science knowledge/capacity and/or is actively engaged in resource management activities.

The following overarching characteristics are desirable in some of the members to ensure that the LCC National Council has these attributes:

- Be able to represent a North American perspective that includes international interests (i.e. it is recommended that the Council select a member(s) that come from the non-contiguous United States, Mexico, Canada and/or other nations within the LCC geography).[4]
- Have science knowledge/communications capacity.

Participation: All members (or their designated alternate) are expected to be present at a majority of the meetings, conference calls, or other forums in which discussion and/or decision-making occurs.

Alternates/designees: The LCC National Council will be effective only with consistent and engaged participation. Members should designate alternates who are fully informed, can act on behalf of their member, and can participate consistently.

Composition

The LCC National Council will consist of twenty-seven participants as outlined below:

- 6 Federal agency directors
    - The participating federal agencies were selected based on their authority to make natural resource management decisions about large landscapes.
    - Federal agency directors from the Bureau of Land Management, the U.S. Fish and Wildlife Service, the National Park Service, the U.S. Forest Service, the USDA Natural Resource Conservation Service, and the National Oceanic and Atmospheric Administration will hold permanent seats on the council.
- 3 U.S. Federally-Recognized Tribal participants
    - Tribal participants include both tribal leadership as well as participants from tribal organizations. Participation will not be limited to tribal leadership, but can also come from tribal organizations that represent these sovereign tribes.
    - Tribal participation is limited to U.S. federally-recognized Native American Tribes and Alaska Natives.

[4] The intent is for the National Council to reflect the composition of the LCC network, which includes international, indigenous, and Island communities.

  - **Selection entity:** Initially, Tribal participants on the strategy team will develop a selection process and an initial call for applications, and will convene a panel to review and select members. Thereafter, review and selection will be the responsibility of the LCC National Council.
- 1 Indigenous participant
  - Participant will be drawn from First Nations, Pacific Islanders, Caribbean peoples, Native Hawaiians, as well as other indigenous peoples within the geography of the LCCs.
  - **Selection entity:** Initially, strategy team members will work with LCC coordinators who have indigenous members to develop a selection process and initial call for applications, and will review and select member. Thereafter, review and selection will be the responsibility of the LCC National Council.
- 4 State agency directors
  - State agencies will be nominated by each of the four respective regional fish and wildlife associations.
  - Target participants are U.S. state agency directors.
  - **Selection entity:** Each regional state fish and wildlife association's executive committee (i.e. Southeastern Association of Fish and Wildlife Agencies, Northeast Association of Fish and Wildlife Agencies, Midwest Association of Fish and Wildlife Agencies, and Western Association of Fish and Wildlife Agencies) will review and select its respective participant.
- 4 NGO participants
  - **Selection entity:** Participating NGOs on the strategy team will conduct the initial call for applications, will review applications, and will make recommendations to the strategy team on final selections. Thereafter, review and selection will be the responsibility of the LCC National Council.
- 1 LCC participant
  - The LCC participant could be a steering committee member or LCC staff member, and will be selected by the LCC Coordinators Team (LCT). The LCC participant should have the ability to speak for broader LCC issues. In addition, attendance from the LCT Executive Committee is expected.
  - **Selection entity:** The LCT will recommend an individual for participation. If the LCT cannot reach consensus, then their list of recommendations will be forwarded to the LCT Executive Committee for final selection.
- 2 "Major partnership" (MP) participants
  - MP participants will include participants from major partnerships such as Migratory Bird Joint Ventures, Fish Habitat Action Partnerships, and other relevant partnerships.
  - **Selection entity:** The strategy team has determined that, initially, MP participants will come from the Joint Ventures and the Fish Habitat Partnerships. Future Major Partnership participants will be determined by the LCC National Council. The Joint Ventures participant will be selected by the Joint Venture Management Board. The Fish Habitat Partnership participant will be selected by the National Fish Habitat Partnership.

- 4 International participants
    - International seats will be filled from all nations participating in the LCC enterprise, as defined by the geography of the LCCs. A minimum of one participant from Canada and one from Mexico will be included in these four seats.
    - **Selection entity:** Initially, strategy team members will work with LCC coordinators who have international members to develop a selection process and initial call for applications, and will review and select members. Thereafter, review and selection will be the responsibility of the LCC National Council. Additionally, LCC staff and strategy team members will reach out to international conservation entities such as the Trilateral Committee for Wildlife and Ecosystem Conservation Management, the North American Free Trade Agreement's Commission for Environmental Cooperation, Caribbean Foresters, and other international conservation organizations within the LCC geography to seek participation.
- 2 "At Large" participants
    - An additional two member seats are designated as "at large" and will be filled at a future date by the LCC National Council.
    - "At large" participants may come from organizations and interests not currently represented, such as U.S. territories, commonwealths, local governments industry, the philanthropic community, and other federal agencies such as the Bureau of Indian Affairs, Bureau of Reclamation, U.S. Department of Energy, U.S. Department of Defense, U.S. Department of Transportation, U.S. Environmental Protection Agency, U.S. Army Corps of Engineers, and U.S. Geological Survey.

In addition to the above-designated voting members, the LCC National Council is encouraged to actively invite participation from other strategic partners as appropriate. Though they will not be voting members, other partners involved in landscape-scale conservation are also encouraged to attend and participate in the LCC National Council.

The strategy team recognizes the direct tie between the LCCs and the Climate Science Centers and encourages attendance by an appropriate National Climate Change and Wildlife Science Center participant.

Terms

Initial term lengths:

The National Council's first participants will be selected for either a 3-year or 2-year term to initiate a staggered term rotation. After the first 3-year terms are served, all terms will be two years in length.

Initial term durations are as follows:

- Federal agencies – Permanent members
- Tribal participants – two 3-year terms and one 2-year term
- Indigenous participant—2-year term

- State agencies – two 3-year terms and two 2-year terms
- NGO participants – two 3-year terms and two 2-year terms
- LCC participant – 2-year term
- Major Partnership participant – 2-year terms
- International participants—two 3-year terms and two 2-year terms
- "At large" seats – 2-year terms

Term limits:
Term limits apply to all members except federal agency participants, who have standing seats. Following initial term lengths, non-federal participants will be subject to a two-term limit.

Roles & Responsibilities
The LCC National Council is responsible for reporting to Congress, States, tribes, and other partners on the status and accomplishments of the LCCs. Recognizing that the LCCs are self-directed partnerships and that participants come from agencies, organizations, and tribes with their own inherent authorities, the LCC National Council respects such authorities and will work collaboratively to provide coordination, strategic guidance, and recommendations. As such, the LCC National Council will have no authority over individual LCCs.

Specific key roles are outlined below.

Chair – The Chair of the LCC National Council holds the following responsibilities:

- Prepare a written meeting agenda for all matters to be addressed by the Council.
- Prepare and issue all notices, including meeting notices, which are required to be given to the Council and public.
- Preside at all meetings of the LCC National Council, and unless otherwise directed by the Council, present items of business for consideration by the Council in the order listed on the meeting agenda.
- Appoint working groups as required.
- "Call the vote" when consensus is not achieved.
- Represent the LCC network to the Administration, Congress, and other key decision-makers.

Vice chair – The Vice-chair will fulfill all the responsibilities of the Chair in his/her absence.
Staff - The National LCC Coordinator, or his/her designee, will provide staff support for the LCC National Council and assist the Chair in finalizing meeting arrangements, tracking votes, documenting meeting discussions, distributing council notes and products, and identifying opportunities to speak on behalf of the LCC network.

Decision-making

The LCC National Council's decision-making process will consist of the following elements:

Quorum:
Two-thirds of the LCC National Council must be present for decision-making to occur.

Decision-Making Process:
The LCC National Council will seek consensus for all decisions. This implies thoroughly exploring issues and working actively and constructively to find mutual agreement. If full consensus is not possible, then the LCC National Council will move to the decision-making model as outlined below:

- In the absence of consensus, a teleconference or in-person meeting is needed to make decisions. Email conversations may only be used to make decisions where consensus exists.
- If a quorum has been reached, agreement must come from 75% of the number of participants present.
- Minority opinions and concerns will be recorded so that they may be revisited when and where relevant.

Meetings: The LCC National Council will meet quarterly (two in-person meetings and two web/conference call meetings), particularly as the Council is becoming established. The LCC National Council may elect to meet more or less frequently as needed. The Council may reduce the number of in-person meetings to once per year if travel restrictions or funding is a barrier for achieving quorum. Decision-making as noted above can occur via email or conference calls between quarterly meetings if actively facilitated by the Chair.

Appendix: Mission, Vision, and Guiding Principles of the LCC Network

This appendix presents the mission, vision, and guiding principles of the LCC Network. The following text was copied directly from the LCC Coordinators Team charter.

Preamble

The Landscape Conservation Cooperative Network[5] (LCC Network or Network) desires to establish a unifying agenda for furthering the conservation of natural and cultural resources in the 21st Century;

The Network is striving to establish an organizational framework and approach for pursuing opportunities to inform natural and cultural resource conservation and sustainable[6] resource management in the face of unprecedented challenges facing these resources;

We recognize that the need to understand the science of global climate change, and mount an integrated response for adapting to this threat, is a foundational principle for the establishment of LCCs and the Network;

We recognize that, in addition to climate change, there are a variety of other landscape-scale stressors[7] that require mutual understanding and effective responses to conserve the natural and cultural resources within the Network's geography;

We recognize that a functioning Network will require pursuit of certain fundamental approaches by each LCC;

We recognize that it is important that each LCC have flexibility to adapt to local conditions; the intent of this document is not to prescribe how things are done by individual LCCs, but to identify the anticipated responsibilities
each LCC will need to fulfill in support of the Network vision.

Therefore, the twenty-two Landscape Conservation Cooperatives, in coordination with their steering committees have adopted this document to unify the individual Cooperatives into a Network.

Vision

Landscapes capable of sustaining natural and cultural resources for current and future generations.

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[5] The LCC Network is composed of the twenty-two individual LCCs and their linkages (i.e., steering committees, staff, partners and others associated with the LCCs).

[6] The use of the terms sustainable, sustaining, and sustainability do not intend to imply maintenance of status quo.

[7] This term is used in the context of broad spatial scales that may encompass coastal or marine systems, freshwater systems, and terrestrial systems, depending on the scope defined by the individual LCCs.

Mission

A network of cooperatives depends on LCCs to:

- Develop and provide integrated science-based information about the implications of climate change and other stressors for the sustainability of natural and cultural resources;
- Develop shared, landscape-level, conservation objectives and inform conservation strategies that are based on a shared scientific understanding about the landscape, including the implications of current and future environmental stressors;
- Facilitate the exchange of applied science in the implementation of conservation strategies and products developed by the Cooperative or their partners;
- Monitor and evaluate the effectiveness of LCC conservation strategies in meeting shared objectives;
- Develop appropriate linkages that connect LCCs to ensure an effective network.

Guiding Principles

- Consider and respect each participating organization's unique mandates and jurisdictions.
- Add value to landscape-scale conservation by integrating across LCCs and other partnerships and organizations to identify and fill gaps and avoid redundancies.
- Conduct open and frequent communications within the LCC network and among vested stakeholders and be transparent in deliberations and decision-making.
- Focus on developing shared landscape-level priorities that lead to strategies that can be implemented.
- Develop and rely upon best available science.
- Develop explicit linkages and approaches to ensure products are available in a form that is usable by partners delivering conservation.
- Use a scientifically objective adaptive management approach in fulfilling the mission.