

PATHWAY 2007 Forum Charter
April 28, 2005

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Section 1 Background

PATHWAY 2007 is a cooperative effort to envision and implement a shared future for the Lake Tahoe Basin. The Tahoe Regional Planning Agency (TRPA), the USDA Forest Service Lake Tahoe Basin Management Unit (USFS), the Lahontan Regional Water Quality Control Board (Lahontan) and the Nevada Division of Environmental Protection (NDEP) (collectively referred to as the PATHWAY Partners) are working together in a collaborative planning process to revise long-term resource management plans. These planning efforts include: USFS Land and Resource Management Plan Revision (Forest Plan), TRPA Regional Plan Update (Regional Plan), and Lahontan and NDEP Lake Tahoe Total Maximum Daily Load Process (Lake TMDL). Part of this process includes creating a Forum of diverse stakeholders to recommend mutually beneficial resource management options to PATHWAY agency decision-makers.

Forum discussions promote “enlightened self-interest” as participants work to understand different perspectives and incorporate the interests of all in developing recommendations. Members will share information gained from these discussions to their respective constituencies through various venues.

This Charter identifies the responsibilities of the Forum as conceived by the PATHWAY agencies that convened the Forum. The Charter also states the rules of engagement for the Forum, developed in dialogue, and ratified by consensus of Forum members and agency representatives. As a living document, the Charter can be amended to address changing conditions and needs.

Section 2 Process Purpose, Deliverable Products and Timeline

Forum meetings are following an initial work outline. By June 2005, the Forum and PATHWAY Partners will assess the next steps for the collaborative process. This will involve developing updated work plans for iterative phases.

A fundamental responsibility of the Forum is to provide recommendations for key milestones within the PATHWAY 2007 process. As of January 2005, a preliminary business plan for the PATHWAY process identifies the following initial milestones and estimated time schedule:

- A. Review of Desired Conditions / Threshold Update Scenarios and Summary – 5/2005
- B. Review PATHWAY Business Plan Update Scope – 5/2005
- C. Review USFS Need for Change – 9/2005
- D. Recommendations on TMDL – 10/2005
- E. Recommendations on Tentative Update of Thresholds – 11/2005
- F. Recommendations on Draft Goals and Policies Update – 3/2006
- G. Review EIS Scope and Alternatives – 3/2006
- H. Recommendations on Draft Code Update – 10/2006
- I. Recommendations on Draft PAS (Project Area Statements) Update – 11/2006
- J. Recommendations on Environmental Impact Statement Certification – 2/2007
- K. Recommendations on Approval of Threshold Update – 2/2007
- L. Recommendations on Interim Allocations for 2007 – 2/2007
- M. Recommendations on Regional Plan Package Update – 4/2007
(Goals & Policies, Code, PAS, 208 Plan, Transportation Plans, EIP)
- N. Recommendations on USGS Draft Forest Plan – 10/2007
- O. Recommendations on Final TMDL and Final USFS Forest Plan – 5/2008

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As indicated in milestone B, the PATHWAY business plan is expected to be reviewed and refined in May 2005. PATHWAY agencies (USFS, Lahontan, TRPA and NDEP) will continue to develop the preliminary draft business plan, to more fully integrate a range of outcomes for the PATHWAY process. The revised business plan will be presented to the Forum in May 2005 for additional review and refinement. Based on related subsequent discussions, the list of milestones may be modified however the overall schedule of the PATHWAY process is critical to maintain. In the event that the Forum can not achieve milestones as needed by the PATHWAY Partners, the Forum will conduct additional meetings to reach the process goals.

Forum recommendations will be developed through a consensus-seeking process, based on all members working collaboratively to communicate their respective interests and identify preferred alternatives. Forum recommendations will be submitted to the PATHWAY Executives, who will convey recommendations with background information and agency input.

Section 3 Organization, Roles and Responsibilities

This section describes part of the organizational structure of the PATHWAY 2007 process; particularly as it relates to the PATHWAY Forum. This section also describes specific roles and responsibilities of the Forum and its associated organizational elements. Further description of PATHWAY organizational elements is presented in Appendix A.

3.1 Agency Decision Makers. Agency decision makers are: the TRPA Governing Board, the Lahontan Board, the USFS Forest Supervisor, and the NDEP Director. Decision makers of the four PATHWAY agencies do not fall under the direction of the PATHWAY Forum. Decision makers will receive input from the Forum as a means to inform agency decisions about the diverse, multi-party, multi-benefit dialogue of the Forum. The Forum has no specific influence over agency decision makers. Pathway Agencies are committed (see Appendix B) to providing Forum membership with timely info regarding alternative opportunities to participate in decision-making processes. Decision makers of the four agencies will provide such information as is reasonably requested by the Forum, and will assure the Forum that agency decision makers will fully and carefully consider all recommendations of the Forum. They will not, however, be committed to accepting those recommendations.

Further discussion of the integration between the Forum and Agency Decision Makers is presented in Section 4.0 of this Charter.

3.2 PATHWAY Executives. The PATHWAY Executives are: the TRPA Executive Director, the Lahontan Executive Officer, the USFS Forest Supervisor, and the NDEP Deputy Director. The PATHWAY Executives will:

- Retain authority and responsibility for decisions adopted under the regulations and statutes appropriate to each agency.
- Conduct public outreach / participation and co-sponsor various public events as needed.
- Contract for technical support and facilitation services.
- Identify and describe key tasks associated with developing PATHWAY 2007.
- Participate in the Forum process and provide information on policy, operational and regulatory matters. In supporting the PATHWAY agencies' role, assigned staff will inform and encourage productive, educational discussions. However, it is recognized that statements by staff do not represent an action of respective PATHWAY agencies and that decisions related to standards are only made by the official bodies at publicly noticed hearings or under the appropriate procedure of the agencies.

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- Demonstrate commitment to the Forum process by providing timely feedback on Forum recommendations, including perspectives of the respective governing boards and other respective agency decision makers, and finding resources for administrative support of Forum activities.

3.3 Planning Committee. The Planning Committee consists of the facilitator, agency representatives and four to six Forum members representing a cross-section of stakeholder interests. All committee meetings will be open to all members of the Forum and the general public. Drawing from a list of volunteers, the PATHWAY Executives will work with the Facilitator to select Planning Committee members using criteria focused on balanced perspectives, subject knowledge and willingness to put in extra time preparing for meetings. This committee will meet to:

- Prepare agendas and materials for all Forum meetings.
- Provide guidance and suggestions to help move the process forward efficiently.
- Share insights on issues and developments that relate to the Forum process.
- Review adequacy of Forum composition as new issues surface.
- Review and discuss progress to date and relation to anticipated timeline.
- Review, clarify and propose for adoption amendments to this Charter as provided for in Section 7.

3.4 Forum. Collectively, members of the Forum will provide recommendations on all aspects of PATHWAY 2007, as described above in Section. Current membership is limited to representatives of interest-based constituencies and is described in Section 5 below. Members have responsibilities to:

- Help anticipate near- and long-term future events, conditions and planning efforts that will influence factors related to PATHWAY 2007.
- Identify, assess and review data needs and sources that are relevant and appropriate to Forum discussions and management actions within the Tahoe Basin.
- Be fully engaged in Forum activities
- Arrive at each meeting fully prepared to discuss agenda items; this includes reviewing materials and information distributed in advance of the meeting.
- Represent the perspectives, concerns, and interests of respective organizations and/or constituencies whenever possible.
- Keep their organizations and/or interest-based constituents informed about the process, discussions and recommendations through various means of networking and interaction.
- Seek and report back on feedback received as a result of informational briefings with related organizations and/or interest-based constituencies to ensure that agreements developed by the Forum are acceptable to the organizations, and/or constituents that are represented.
- Identify and participate in public outreach/participation activities, beyond those associated with particular constituents.
- Negotiate with multiple interests to evaluate and decide among various alternatives.

Forum meetings will be conducted in accordance with the ground rules found in Section 8

Forum meetings are expected to take place once a month, and last no more than seven hours. Meeting frequency and duration will change periodically as influenced by the PATHWAY project schedule.

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3.5 Committees. Ad hoc committees will be created as needed to address specific tasks or issues. Membership will be guided with direction from the facilitator. Committee composition will consist of Forum volunteers; additional participants may be specifically invited to join a committee in order to provide necessary perspectives or expertise. Staff and facilitators will explore ways to accommodate the input of Forum members who have particular areas of expertise relevant to a given committee, or who express a particular need to have input into a committee, but who are not serving on the committee itself.

All committee meetings will be open to all members of the Forum. Agendas and meeting notes will be posted on the Forum web page. In the conduct of their business, committees shall follow the same ground rules as apply to the full Forum. Staff, facilitators and technical experts will provide assistance as needed and as feasible. Work products will be presented to the full Forum membership.

3.6 Caucuses. During Forum discussions, it may be desirable to convene representatives of similar interests for candid and frank assessments of various proposals. Caucus conversations may occur during or apart from Forum meetings and may include a member of the facilitation team.

3.7 Facilitator. Facilitation services will be provided to support the Forum process. The facilitator and facilitation team serves as a “professional neutral” whose primary responsibility is to ensure an open process where all members’ interests, views and opinions are heard and thoughtfully considered. Specific responsibilities of the facilitator include:

- Design and conduct a consensus-seeking process where the Forum can best assist the PATHWAY 2007 process.
- Facilitate meetings that are part of this process, and generate agendas and meeting summaries.
- Capture the range of views and ideas presented by members and report on where there are areas of agreement and differences.
- Due diligence in developing preliminary draft proposals that reflect members’ discussions.
- Assure that Forum members have seven days to respond to information or requests submitted between meetings.
- Provide orientation to new members.

3.8 Core Group / Technical Work Groups. Technical Work Groups represent twelve resource topics that form the basis for resource management by the PATHWAY agencies. The Technical Work Groups are made up of a Core Group of PATHWAY agency staff, and a larger group of technically experienced public members that were selected by the PATHWAY Executives. Each Technical Work Group is lead by an “Administrator” that is a PATHWAY agency technical specialist. In terms of integrating their activities with the Forum, the Technical Work Groups will:

- Research technical questions of fact.
- Provide clarification on technical matters.

The Core Group will:

- Prepare all substantive and required documents on behalf of the PATHWAY agencies.

The Administrator will:

- Make presentations at Forum meetings to help members understand issues.
- Be responsible for bringing technical alternatives, not solutions, to the Forum for consideration.

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Section 4 Decision Making

The Forum will strive to reach consensus on findings and recommendations. As various proposals are developed, members will be asked to consider how these respond to various interests. Forum members will discuss the levels of support for proposals and will work together to improve and refine proposals. Agreements on final recommendations and relating to key issues will typically require consideration by constituent groups and organizations.

4.1 Show of Support. A variety of techniques may be used to convey levels of support. Straw polls may be taken to assess the degree of preliminary support for an idea, before being submitted as a formal proposal for final consideration by the Forum. Members may indicate tentative approval for a preliminary proposal, without fully committing to its support. For straw polls and for decisions on matters of relatively low complexity, support may be quickly assessed through a “thumbs up, thumbs sideways, thumbs down” approach.

4.2 Forum Consensus Decision Rule. For matters of greater complexity, Forum members will discuss proposals and seek clarity in understanding the question or issue before them and whether additional dialogue is needed. If members determine that they are ready to proceed to a decision, members will express their degree of support for proposals, using the following scale:

- **1 - Unqualified / Strong Support** for all or most aspects of a proposal. No fundamental disagreements with any aspect of a proposal.
- **2 - General Support** for all or most aspects of a proposal. No fundamental disagreement with key aspects of proposal. Member(s) with this perspective are encouraged to help identify alternatives that move the proposal forward and toward accommodating the interests of all
- **3 - Qualified Perspective** on one or more aspects of the proposal. Member(s) expressing a qualified perspective will define their level of support or disagreement about an aspect of the proposal in a manner that allows the proposal to move forward while concurrently memorializing the member’s perspective on the proposal. Members with this perspective will be asked to help identify alternatives that move the proposal forward and toward accommodating the interests of all. These members will be allowed a reasonable amount of time to develop an alternative proposal. Reasonableness of timeframe will be addressed between the member(s) and the Facilitator.
- **4 - Fundamental Disagreement** with key aspects of proposal. Not willing to support or live with the proposal as it stands. Member(s) with this perspective must help identify alternatives within a reasonable period of time that move the proposal forward and toward accommodating the interests of all. Reasonableness of timeframe will be addressed between the member(s) and the Facilitator.

In the event of disagreements, the Forum or Planning Committee will decide, in consultation with the facilitators, how best to move forward. For example, additional discussion may be needed to help understand unresolved concerns before proceeding further, or the group may benefit from working on creating additional options, or the question may be set aside and addressed again at a later time. Discussions to reach resolution may take place with the full Forum or the facilitator may request smaller groups (such as Forum committees, interest-based caucuses, or individual Forum members) to draft proposal language during or between Forum meetings. New language for existing proposals will be introduced to the entire Forum for review and discussion. This may result in a revised proposal being reconsidered by the full Forum.

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Only after a thorough and complete review of the process for those areas and issues where consensus agreements are not reached, the full range of Forum views (and the reasoning behind those views) will be submitted to the PATHWAY agencies for their consideration, without attribution of views, or numerics of parties for or against a proposal. The agencies will determine the priorities and preferred venues for resolving differences.

Forum recommendations reflecting broad support are expected to receive the highest possible consideration from PATHWAY agencies and the public. However, consensus alone will not determine whether or not an item will be included in final decisions. Ultimately, PATHWAY agency decision makers are responsible for weighing all issues and ensuring that various regulatory and statutory requirements are satisfied. One of the core documents outlining regulatory and statutory requirements is the TRPA Compact. At a minimum, all Forum recommendations must be in concert with the Compact before they can move forward.

4.3 Additional Information. Forum members may, from time to time, desire additional information to resolve outstanding issues related to developing recommendations. These requests should be developed with the knowledge and involvement of the Forum. In constructing requests, the Forum (and individual Forum members) should clarify how or why the information would facilitate the resolution of issues of concern to the members.

Where individual members wish to share written or printed information regarding an “action item” with the Forum as a whole, such information should be provided to the facilitation staff at least 48 hours prior to any meeting, along with a written abstract summarizing the key points and indicating how it facilitates agreement or understanding related to a specific issue under consideration.

Members have the right to revisit issues on grounds of substantial new information becoming available during the Forum's deliberations. In such a situation, members are expected to notify the facilitator at least 48 hours in advance of a presentation / discussion of such new information so that the facilitator can adjust the meeting plan / agenda to accommodate these revisions.

4.4 Absence When Decisions Are Made. Generally, agendas should defer substantive (e.g. policy-level) decisions to subsequent meetings to allow for communication with constituents. The process should also allow for immediate decisions depending on the issue at hand. If a member cannot attend a Forum meeting, they are encouraged (at least 48 hours prior to the meeting) to communicate their views (in writing) on any issues or pending decisions to be discussed to the Facilitator, or another Forum member, or their alternate (if any, as provided for in Section 5) prior to that meeting. These persons have the responsibility to present such views to the Forum.

4.5 Implementation Considerations. Although the Forum is not directly responsible for implementation of its recommendations, members should be continually mindful of the feasibility and practical aspects of any recommendation they develop. PATHWAY Executives will also provide guidance on the feasibility of Forum deliberations. PATHWAY 2007 decisions will be based on balancing the shared decision-space of statutory requirements, public sentiment, and technical feasibility.

Section 5 Membership

5.1 Current Membership. Appendix C describes the process used by the PATHWAY agencies to select the current Forum.

5.2 Additional Members. During the course of its deliberations, the Forum may determine it is in the best interests of achieving a quality and informed outcome to add additional members with different perspectives to the Forum. Potential new members will be identified by the Forum or the Planning Committee. Proposed additional members will be considered by the PATHWAY Executives and discussed with the Forum. Appropriateness of additions will be determined

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through such discussions. On agreement that additions are warranted, proposed members will be contacted by the PATHWAY 2007 Executives for inclusion in the process

5.3 Replacement of Forum Members. Should a member of the Forum be unable to continue to serve, his or her replacement shall be added by PATHWAY 2007 agencies and in recognition of the need to retain the perspective offered by the original participant.

5.4 Member Succession. All current Forum members should strive to maintain a comprehensive record of their Forum activities, contact lists, and personal work with constituencies to be passed along to a replacement, if necessary.

5.5 New Member Orientation. New members, whether they are providing additional or replacement representation, will be provided with an orientation to the PATHWAY process. The facilitator will provide new members with an overview of the process to date, as well as a binder of materials from past Forum activities. Each new member will be assigned a mentor from the existing Forum membership.

5.6 Associates. Forum members were selected by the PATHWAY Executives with the understanding that they will make a significant effort to attend all meetings, work with their respective constituencies, and work with other interests to promote the PATHWAY 2007 cooperative effort: envisioning and implementing a shared future for the Lake Tahoe Basin.

The reality of each Forum member's schedule requirements associated with non-Forum responsibilities suggests a legitimate role for the use of associates/substitutes. Forum members are strongly encouraged to attend all meetings. However, if a member can not attend a meeting and a written statement regarding a specific topic can not clearly and adequately represent their constituency's interests and perspectives, then the member has the responsibility to seek advance approval from the PATHWAY Executives to use an associate/substitute for said meeting. Approval should be ideally sought no less than seven (7) days before a Forum meeting. If a member fails to designate an associate/substitute, and receive approval from the PATHWAY Executives on this person, the member is limited to having their interest-based statement read to the Forum by another Forum member, the facilitator or a PATHWAY Executive. The selected associate/substitute should be the same person for all member absences until another one is approved by the PATHWAY Executives. The associate/substitute should be strongly encouraged to attend as many Forum meetings as possible. An associate's/substitute's historical perspective of what has taken place in prior meetings, and their established relationship with other Forum members is critical to the success of the collaborative.

An associate's/substitute's role is to attend meetings that the Forum member cannot attend, participate on the Forum member's behalf, work with other Forum members in reaching consensus on agenda items only, negotiate on behalf of the missing Forum member, and collaboratively work with all Forum members. They can not ask to be brought up to speed on any agenda items (historical data/information), since they are expected to be fully educated by their respective Forum member prior to the meeting they are attending.

5.7 Attendance. Given the volume of information that needs to be considered and developed, regular attendance by Forum members and their designated associates is essential. Forum members are expected to attend all meetings and to stay for the entire meeting. PATHWAY Executives will address absences of more than three missed meetings.

5.8 Withdrawal. Any member may withdraw from the Forum at any time. Those withdrawing will be asked to communicate the reasons for withdrawal. Those leaving are expected to maintain the integrity of the ground rules and the process.

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5.9 Technical Advisors. The Forum may choose to invite other individuals with special knowledge and expertise related to PATHWAY 2007 to attend meetings to provide information and/or advice. Advisors will be encouraged to participate in discussions but shall not participate in the decision-making of the Forum.

Section 6 Communications Process

6.1 Information Publication. A collaborative, consensus-seeking approach often results in ideas becoming fully formed over the course of several meetings. Consequently, when members discuss the work of the Forum, care should be taken to distinguish new concepts from those recommendations adopted by the full group. When discussing the process with others, members should clarify that they are presenting their own perspectives and not the perspectives of any other member of the Forum process. Members should neither characterize the positions and views of any other party nor should they ascribe motives or intentions to the statements or actions of other Forum members. Members are encouraged, and will be facilitated, to develop common statements about their work for release into newsletters and similar publications.

- Preliminary draft materials are for discussion purposes only and are not to be widely circulated.
- Preliminary Forum meeting agendas and supportive materials will be provided to the Forum at least 10 calendar days and preferably two weeks in advance of each meeting. Agendas and supportive materials will be posted on the PATHWAY 2007 web site at least 10 calendar days in advance of each Forum meeting.
- Meeting summaries: Following each Forum meeting, the Facilitator will produce meeting summaries that identify the major issues discussed and any decisions made or actions to be taken. A single page of meeting highlights will be provided at the beginning of the summary. Summaries will be provided within seven working days of the meeting. Perspectives and comments will be captured without attribution to speakers, unless a Forum member requests that their comments be part of the public record. Finalized meeting summaries will be posted on the PATHWAY 2007 website.
- Related data: All participants are encouraged to contribute and share information that helps inform discussions and clarify questions of fact. As appropriate, support materials that explain, interpret or analyze data or policies should also be provided. Privileged information may be shared confidentially with the facilitator, if a stakeholder feels uncertain about bringing information forward.
- Organizational briefings: Each member of the Forum should strive to inform their constituencies (including members and their respective organizational decision makers such as Board members and Executives) of the Forum's work and share feedback from their constituencies with the Forum.
- Public Outreach/Participation: PATHWAY 2007 agencies will take the lead on updating the general public on key developments in this process and of opportunities for providing input. Forum members will also identify and participate in public outreach / participation activities, beyond those associated with particular constituents.

6.2 Constituent Involvement. Forum members and their associates serve as conduits for two-way information exchange with their constituencies. Constituents wanting to provide input to the process are encouraged to channel their concerns and suggestions through individual members of the Forum who they feel could represent their interests. Forum members will make a concerted

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outreach effort to communicate regularly with their agencies or constituencies to keep them informed about the process and the issues under discussion.

Mechanisms for conducting outreach to constituencies include but are not limited to:

- newsletters,
- web logs (aka blogs) or interactive websites,
- presentations at meetings or conferences, and
- other venues to provide briefings and information.
- In order for constituents to stay informed on matters that affect Forum discussions and recommendations, technical reports and other informational materials made available to Forum members should also be posted on the PATHWAY 2007 website.

6.3 Interactions with the Media. The PATHWAY 2007 Public Participation Team will serve as the official spokespersons for the Forum process. Any press releases or media contact regarding the process or its outcome will be conducted through the PATHWAY 2007 Public Participation Team, unless other arrangements are made by a consensus of the group.

Each of the four respective PATHWAY agencies should identify key avenues for promoting and communicating the collaborative nature of the PATHWAY 2007 process and its multi-agency approach.

Forum members will in no way be prohibited from speaking with reporters, but must indicate that they are providing their individual perspectives and are not speaking for the group. Members should neither characterize the positions and views of any other party nor should they ascribe motives or intentions to the statements or actions of other Forum members. This helps assure that issues are not negotiated through the media.

6.4 Other Outreach. Staff and facilitators will be available to provide presentations of the Forum's work at meetings, conferences or other organizational meetings. Members are strongly encouraged to work with staff and facilitators to provide or arrange presentations about the group's work wherever feasible to increase awareness of the Forum's work.

6.5 Other Issues: In the course of the PATHWAY 2007 work, items identified as being important to the future of Lake Tahoe, but outside the authority of the agencies will be set aside and recorded. A compendium of these items can be reported to the public at the conclusion of PATHWAY 2007.

Section 7 Charter Amendments

Forum members may amend this Charter by following the same decision-making guidelines set forth above. Amendments may be proposed by the PATHWAY Executives, or by Forum members during a Forum meeting. The proposal will be agendaized for discussion and possible action, using the consensus decision rule process, at the next Forum meeting.

Section 8 Ground Rules

8.1 Meeting Ground Rules. All participants, including Forum members, representatives of the Agencies the facilitator, and public observers agree to:

- Arrive promptly to all Forum meetings,
- Stay for the duration of entire meetings,
- Turn cell phones to silent.

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- Minimize actions that could be distracting to other Forum members. Should member behavior become distracting to one or more Forum members, those individuals should contact the facilitator to intervene during a break.
- Participate in a problem-solving approach based on respectful and constructive dialogue, where the interests of all members are considered in developing proposals and recommendations.
- Listen for understanding and openly discuss issues with others who hold diverse views; acknowledge and seek clarification of others' perspectives; and verify assumptions when necessary.
- Actively participate in respectful conversations. Assure that all members are heard and that one person speaks at a time. Refrain from side conversations.
- Not ascribe motivations or intentions to the statements or conduct of other participants.
- Work to develop creative proposals and recommendations that address the interests of all.
- Keep commitments once made.
- When appropriate, distinguish between personal vs. organizational perspectives (i.e. for an organization that a member represents).
- Share ideas and concerns with other Forum members, PATHWAY agencies and the facilitator.

8.2 Good Faith. All participants agree to act in good faith in all aspects of this consensus-seeking process, and to communicate their interests in Forum meetings and in negotiating agreements. Comments and suggestions made in open and honest conversations about creative options, approaches or strategies will not be used against any party in litigation, public relations campaigns, or public discourse. Even so, this provision will not restrict the ability of participants to pursue legal remedies.

8.3 Conflict Management. It is inevitable that during the multi-year PATHWAY 2007 effort, conflicts will arise either inside of, or external to the PATHWAY 2007 process and between Forum members, their represented organizations and/or employers, and/or the PATHWAY 2007 agencies. In these conditions and when appropriate, the facilitator is responsible for working with the parties in conflict to ensure that said conflicts do not disrupt Forum activities. Whether conflicts are external to, or a part of Forum activities, Forum members are expected to be true to their self interest and work in good faith (as described in Section 8.2). Members should remain upfront and open about the conflict situation and should agree to continue the collaborative process to the greatest extent possible.

8.4 Participation and Observation by Members of the Public. All Forum meetings are open to the public and observers are welcome. Meetings of the Forum are meant to be working meetings focused on collaboratively developing a recommendations regarding PATHWAY 2007. While periods for public comment are always scheduled into the agenda, members of the public are encouraged to raise their concerns with Forum members before or after the meetings, as well as during breaks, to help ensure that all issues of significant concern to the public are considered in the Forum's deliberations or directed to other relevant entities such as the responsible agencies, Boards or constituent organizations.