



## Giant Sequoia Lands Coalition Charter

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# About the Giant Sequoia Lands Coalition (Background and Purpose)

## Introduction

The Giant Sequoia Lands Coalition (GSLC), or henceforth referred to as “the Coalition,” is a landscape-scale, multi-partner collaboration dedicated to the conservation and stewardship of giant sequoia grove ecosystems. The Coalition’s members include all the federal, tribal, state, and local agencies and non-government organizations that manage giant sequoia groves in public, tribal or private nonprofit ownership.

The Coalition’s “affiliate partners” include federal and state conservation agencies, non-governmental organization conservation groups, and academic research partners, whose organizational values align with the Coalition’s core stewardship tenets and have a shared commitment to protect giant sequoias and their ecosystems from emerging threats associated with climate change and the extended absence of natural, low-severity wildfire processes, and indigenous practices on the landscape.

This charter outlines the current mission, structure, operations, membership, activities, and desired outcomes of the Coalition. This charter makes no allocation or commitment of financial or staffing resources. Any binding commitment to funding or resources will be through Memorandums of Agreement, or similar instruments.

## Background

Giant sequoia ecosystems, and the wildlife and biological diversity they foster, face dramatic declines from intense, high-mortality fires caused by prolonged drought and the accumulation of dense forest fuels; as well as other urgent new stressors, such as death or weakening from bark beetle attack and drought stress.

The 2020 Castle Fire was a dramatic wake-up call, highlighting the vulnerability of this unique system, in that an unprecedented number of giant sequoias were killed. During this fire, and two that followed in 2021, an estimated 13-19 percent of the entire mature giant sequoia population has died or are dying as a result of high-severity fire. These fire effects are unprecedented and, if not prevented in future wildfires, represent a significant threat to giant sequoia survival across their already limited range.

Coalition partners recognize that successful conservation of giant sequoia ecosystems will require a greater level of commitment as well as effective coordinated and collaborative management action across their range. An estimated 99% of all giant sequoia trees are currently located on public or tribal lands.<sup>1</sup>

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<sup>1</sup> Including groves acquired by the Save The Redwoods League (a Coalition partner) that are intended to be transferred to the Giant Sequoia National Monument.

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### Significance of Giant Sequoias & Their Ecosystems

Giant sequoias are iconic, beloved, and exemplify beauty that has been millions of years in the making - the oldest known redwood fossils date back more than 200 million years. These forests span more than 260 miles across California's Sierra Nevada Mountain range, and they can grow to more than 300 feet tall and dozens of feet wide, making them the world's most massive trees and one of the largest organisms on earth. Giant sequoia forests store more carbon from the atmosphere than any other forest ecosystem, and they support biologically diverse plant and animal communities found nowhere else on Earth. Further, they are coveted for their grandeur and uniqueness and attract visitors from around the globe, whom in turn support California's tourism economy. Three of the first four U.S. national parks were established, in large part, to protect giant sequoia groves.

### Problem Statement (Threats & Vulnerabilities)

The health and persistence of giant sequoias and their mixed conifer ecosystems are threatened primarily by destructive and stand-replacing high-severity fire caused by past fire exclusion practices—resulting in un-natural accumulations of fuel—combined with climate-change-driven prolonged drought. While historically not a cause of sequoia mortality, beetle attacks are also emerging as a secondary threat. In 2020 and 2021, 13-19 percent of mature giant sequoias over 4 feet in diameter have been lost during three wildfires, and scientists are concerned about the future of the species in their natural habitat. Successful conservation and stewardship of giant sequoia groves require consistent and collaborative management actions on a landscape scale, including research, education, and resource management, to understand threats to giant sequoia ecosystems, to gain public support, and to adaptively manage against those threats.

### Purpose of the Coalition

- To collectively identify, support and advance the highest priority stewardship actions throughout the giant sequoia range.
- To accelerate giant sequoia forest stewardship at a landscape scale in response to a changing climate.
- To coordinate and facilitate new research and monitoring efforts and to share information, lessons learned, and best practices among giant sequoia grove managers and stakeholders.
- To raise public awareness and support the need for action, and to inspire public investment in funding stewardship projects to increase giant sequoia grove health.
- To develop increased efficiencies in environmental compliance and administrative approval processes.
- To provide mutual support, staffing and resources for planning and implementing forest treatments to improve grove resilience and respond to immediate wildfire threats.

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### Vision Statement

Vigorously growing and climate-resilient giant sequoias and their ecosystems are sustained through collective stewardship, traditional ecological practices, science, and public support.

### Mission Statement

To accelerate and sustain the protection, stewardship and long-term persistence of giant sequoias and their ecosystems for future generations.

### State of the Giant Sequoias

Historically, the giant sequoia population has been estimated at about 75,600 large (over 4-feet in diameter) sequoia trees within about 26,000 acres, in roughly 80 groves. Comprehensive fire history research in groves has only revealed two instances when fire incidents has killed even just a small concentration of mature giant sequoias over the past couple of thousand years: a fire during drought in 1297, that likely killed around a dozen large trees in Mountain Home Grove, and the Pierce Wildfire, that killed a similar number of trees near heavy timber slash in Redwood Mountain Grove in 1987. This solely beneficial relationship with fire ended with the Rough Fire in 2015, which killed about 97 large trees, and the Railroad and Pier Fires, which killed about 110 trees collectively, two years later. But it was the Castle Fire in 2020 that took the greatest toll on the giant sequoia population and caused the “call to action” that led to the creation of the Coalition.

The Castle Fire, part of the larger SQF Complex Fire, burned more than 170,000 acres across Giant Sequoia National Monument, Sequoia National Park, Mountain Home Demonstration State Forest, Balch Park, and private lands, including burning through 21 giant sequoia groves. According to the “Preliminary estimates of sequoia mortality in the 2020 Castle Fire” report authored by the National Park Service and the U.S. Geological Survey, Western Ecological Research Center in collaboration with the U.S. Forest Service, Save the Redwoods League, The Nature Conservancy, and a citizen scientist, an estimated 7,500 to 10,600 large giant sequoias were killed. This is 10-14% of the entire population of large giant sequoias. While giant sequoia groves require periodic low-to-moderate intensity fire to maintain healthy ecosystem function and have historically experienced small patches of high-intensity fire, much of the Castle Fire acreage burned too intensely for even these great survivors.

Unfortunately, the 2021 fire season demonstrated that the previous season’s Castle Fire was not a “one-off,” in terms of causing high giant sequoia mortality. Despite unprecedented efforts to protect sequoia groves during two wildfire events, high mortality again occurred. The KNP Complex burned into or through 16 groves in Sequoia National Park, Kings Canyon National Park, Sequoia National Forest, and UC Berkley’s Whittaker’s Forest. Large sequoia mortality was estimated at 1330-2380 trees. The Windy Fire burned into or through 11 groves, killing an estimated 930-1257 large sequoias on Sequoia National Forest, Tule River Indian Reservation, and Save the Redwoods League lands. Though sequoia losses were reduced through special action during fire suppression operations on both fires, still, collectively, another 3-5% of the giant sequoia population was lost during the season.

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Another emerging threat is the increased activity of a native sequoia bark beetle; it has been documented as the leading cause of mortality in a few dozen mature giant sequoias. In Sequoia & Kings Canyon National Park studies indicated that the total number of trees being affected remained small (thirty-three in 2012-2016 drought and aftermath, seven more confirmed dead in 2023, 21 dying but not completely dead yet in 2023). Observations by other partners indicate that the presence of beetles is increasing, as is mortality. These represent the first recorded instances of giant sequoia mortality due to insect attack. Recent severe droughts may have played a contributing role.

While the number of losses of giant sequoias from sequoia bark beetles has been relatively low to date, sequoia land managers are concerned that, in an era of climate change-driven drought, there could be widescale losses from beetle attacks in the future. And, effective mitigation tactics to save infested sequoias upon discovery have yet to be developed.

Though many sequoias have been measurably stressed by drought and warmer temperatures, to date, no known sequoias have died from direct drought effects, despite dramatic mortality rates in several other mixed conifer species in the Sierra Nevada. However, drought weakening may be a significant contributor to trees killed by beetles.

In short, the history of fire suppression and hotter droughts driven by climate change has resulted in denser forests with extraordinary levels of both dead and live fuel loading. These conditions have changed how wildfire burns in the Sierra Nevada, resulting in large areas of high severity fire effects and massive fire events which have both dramatically increased sequoia mortality and likely exacerbated the impacts of insect attacks.

### Role of the Giant Sequoia Lands Coalition

The prime focus of the Coalition is to collaborate on, and coordinate collective stewardship action, messaging, best practices, tools, technology, and resources across jurisdictional boundaries, whenever possible and beneficial.

The Coalition also seeks opportunities to pursue shared action, reduce shared barriers, and collaboratively implement fuels reduction and forest health projects that both benefit individual organizations and meet the Coalition's collective goals.

While collaboration and information sharing shall be on-going, Coalition work groups shall meet no less than semi-annually (with at least one annual in-person/virtual meeting) to strategically discuss and evaluate the progress towards goals and objectives identified in this document, the annual GSLC Focus Area documents and any GSLC strategic initiatives. The annual meeting, when feasible, will be coupled with a "Learn" science symposium to exchange the latest known information and lessons on sequoia population health, threats, and mitigation.

The Coalition is not a lobbying entity. Many of its members are state, federal, and local agencies that are prohibited from engaging in political lobbying activities. While it is appropriate to brief elected officials on the status of resources, their threats, and methods for mitigating threats,

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and on Coalition activities, no individual or document representing the Coalition may advocate for or against federal or state legislative bills and regulations. This does not preclude Coalition partners from engaging in political advocacy as representatives of their own organization, as permitted by law.

Likewise, some Coalition agency representatives are not permitted to directly solicit donations, so no such solicitation shall be made under the Coalition name. The Coalition website, though, may provide links to other partner websites that may solicit donations for their organization, when permitted by law and policy. Most member and affiliate organizations may, though, receive donations, and are permitted to make applications for public and private funding grants and publicly appropriated funds.

## Coalition Guiding Principles & Values

[Note this section of the Charter is a placeholder for language to be developed in 2025]

## Coalition Shared Core Tenets

While professional differences in viewpoints is the norm and science-based debate is encouraged among Coalition partners, the 11 Coalition members and affiliate partners share a core set of science and traditional indigenous knowledge-based stewardship tenets. These tenets focus on the state of giant sequoia ecosystems, their threats, and basic strategies for mitigating these threats. They are intended to serve the following purposes:

- Any white paper, media statement, educational material, etc. that is made by a Coalition member or affiliate partner *within the context of representing the Coalition*, must align with these agreed-upon core tenets. Organizations may express views that are inconsistent with one or more core tenets but should not state or imply that the conflicting viewpoint is associated with, or shared by, the Coalition.
- For evaluation by a prospective agency or organization, contemplating submitting application for acceptance as a Coalition affiliate partner, that the organization's held beliefs or values are in alignment with these agreed-upon core tenets.

The core tenets are:

1. Giant Sequoias, and their mixed conifer ecosystems, are threatened by numerous stressors, including drought, beetle attack, and especially high-severity fire.
2. High severity fire in Sierra Nevada forests is caused by high accumulations of forest fuels coupled with severe droughts.
3. High accumulations of forest fuels are a result of two main conditions: 1) Unnaturally dense forests with heavy accumulations of dead and live forest fuels resulting from the suppression of naturally occurring wildfires over the past 130 years; and 2) High mixed conifer tree mortality in recent years from drought and increased bark beetle kill.
4. Climate change is causing droughts that are hotter, drier, and more frequent in the Sierra Nevada, resulting at times in extremely low fuel moisture in both live and dead vegetation.
5. Successful conservation of giant sequoia groves requires cohesive management action on a landscape scale across public lands (including wilderness areas), private lands and

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tribal reservations. Cohesive management includes research, education, and resource management action, to understand threats to giant sequoia ecosystems, gain public support, and mitigate threats.

6. Restoring natural cycles of low to moderate severity fire, through managed wildfire and prescribed fire treatments, when and where conditions allow, is needed to make forests more resilient to wildfires that threaten forest health and our mountain communities.
7. Controlled release of smoke into the atmosphere from prescribed fire and managed wildfire is preferable for minimizing unhealthy air quality conditions in the long term, as opposed to uncontrolled releases of smoke that occur during high intensity wildfires.
8. Restorative thinning, through mechanical reductions of fuels, is an acceptable alternate forest treatment to burning, or as an initial treatment to allow for the safe re-introduction of fire, especially given greater difficulties in recent times to safely burn more acres due to drought, non-natural accumulation of forest fuels, availability of firefighters, and other constraints.
9. Monarch giant sequoias are irreplaceable in our lifetime, but it is our shared responsibility to facilitate giant sequoia regeneration and growth on suitable landscapes for the enjoyment of future generations. This includes reforestation of giant sequoia groves where high mortality density is too great for effective regeneration to occur naturally.
10. Implementing effective resource and fire management action on a large scale has been limited by a lack of funding and personnel, extensive administrative processes, and legal challenges. Efficiencies in environmental compliance and administrative approvals can be improved through coordinated actions of giant sequoia land managers.
11. Conservation of sequoia groves requires an integrated approach that acknowledges the health of the ecosystem and all its component parts, including soils, water, wildlife, and vegetation.

## Membership

The Coalition is an alliance of land management agencies, conservation organizations, and academic institutions actively engaged in working collaboratively to protect giant sequoia ecosystems from emerging threats. The Coalition is comprised of “member partners” and “affiliate partners.” The members are comprised of the 11 public and tribal land management stewards of giant sequoia groves. The affiliates are any officially participating organization (government agency, conservation NGO, or academic research institute) engaged in giant sequoia protection and whose organizational values align with the Coalition’s core tenets.

The 11 member partners of the Giant Sequoia Lands Coalition are:

- National Park Service, represented by Sequoia and Kings Canyon National Parks and Yosemite National Park
- United States Forest Service, represented by Sequoia National Forest (including Giant Sequoia National Monument), Sierra National Forest, and Tahoe National Forest

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- Bureau of Land Management, represented by Case Mountain Extensive Recreation Management Area
- Tule River Indian Tribe
- State of California, represented by Calaveras Big Trees State Park, and CALFIRE, stewards of Mountain Home Demonstration State Forest
- University of California, Berkeley, stewards of Whitaker’s Research Forest
- Tulare County, stewards of Balch Park

A current listing of affiliate partner organizations can be found in Appendix A and will be revised as needed throughout the period of this charter.

Save The Redwoods League (STRL) has a “Special Affiliate” status as it is the only non-profit organization solely dedicated to the conservation of giant sequoias and coast redwoods and owns and manages a property that includes over 400 acres of the Alder Creek giant sequoia grove.

STRL also provides the overall fiscal administration and backbone support for the Coalition. It provides high level fiduciary and fundraising support in coordination with support from the Coalition’s affiliate non-governmental organization to help build the capacity and administration of the Coalition’s operations and projects. See Appendix B for the Coalition’s guidelines for addressing funding and funding strategies for unfunded needs. This includes the relationship and role of STRL with other affiliate non-governmental organizations, specifically the coordination of fundraising opportunities through the Coalition’s Funding Strategy Committee (see Coalition Structure below).

### Organizational Structure

The Coalition is made up of a Steering Committee, a Funding Strategy Committee, a Coordinator Success Committee, and three Branches:

- Learn Branch (Research & Monitoring)
- Rally Branch (Education, Outreach, and Partnership)
- Act Branch (Restoration & Wildfire Management)

The structure of the Coalition is described in greater detail in Appendix C.

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The purpose, membership, decision-making authorities, and leadership roles for each of the above are described in Appendix D. The Steering Committee may choose to add, modify, or remove a committee or branch function as needed to meet the purpose and goals of the Coalition. It may also choose to establish timebound task forces to accomplish discrete Coalition needs. Each committee shall have a charter to describe its purpose, participation and desired outcomes.

Each committee of the Coalition will try to meet remotely at least quarterly, as well as having at least one in-person general meeting, annually, scheduled for the winter.

### Decision Making Protocol

This Charter does not grant one agency any authority over another. This includes project identification and design, deliverable determination, environmental decision documents, regulatory permits, regulatory review, or project implementation. Coalition members are responsible for decision making related to their individual sequoia groves.

### Making Decisions as a Group

Coalition partners will seek consensus by the Steering Committee on primary decisions affecting how the Coalition conducts business as a Coalition. In short, consensus means that a party will not block the decision. Consensus may include the party supporting a decision, neutrality, or abstaining from a decision (indicating the party “can live with” the decision). If consensus cannot be reached the members may abandon or table, the disputed issue or decide to proceed with the preferred decision of the majority. Appendix E provides more detail on the process of consensus-based decision-making. Any decision, though, should not conflict with a core tenet or result in a binding obligation of fiscal or personnel assets of the organization(s) that control the assets.

The three branch committees will be responsible for decisions that impact their specific committee. Similarly, the Funding Strategy Committee and the Success Committee will also be responsible for decisions that are related to their specific purview. When in question, committee chairs shall consult with the Coalition Co-Chairs and/or the Steering Committee for guidance. Decisions affecting how the Coalition functions as a partnership will be made by the Steering committee members. Committee chair/co-chairs will facilitate the decision-making process and if a consensus cannot be reached, the chair/co-chairs will decide how to proceed.

All major decisions will be documented, with responsible individuals and deadlines identified, as appropriate.

### Chair/Co-chair Decision Making

Chair/co-chairs of the committees will be self-nominated. If more than one person is interested in taking on the role, there will be a vote or there can be two, and in some cases three co-chairs (see charters in Appendix D). It is important that whoever is in this role knows the responsibilities and are able and willing to take them on. Chair/co-chair positions will be evaluated yearly.

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The chair/co-chairs of the Steering Committee shall also be considered as the chair(s) of the Coalition.

### New Coalition Affiliate Approval

Interested potential affiliate partners will review the Coalition's Shared Core Tenets and Partnership Principles to determine if their organizational values match. If found to be a good match, they may submit an application (Appendix F) to be an affiliate partner of the coalition. The application requires nomination by any of the 11 Coalition members to bring the application forward for full committee consideration. The members will then have 14 calendar days to review the application and decide whether the values of the potential affiliate partner align with the Coalition's core tenets. If there is no call for discussion and a formal vote is received within the review period, the nomination will be confirmed, and the affiliate organization will be officially added to the Coalition affiliate roster. If requested by any member, a meeting shall be scheduled to discuss and vote on the nomination. Six of 11 affirmative votes are required for a successful nomination.

### Removal of an Affiliate

An affiliate organization may voluntarily withdraw from the Coalition with written notice. Should the Coalition members decide that an affiliate partner has violated provisions of this charter or has acted in a manner that suggests that the values of the affiliate no longer align with the Coalition's core tenets, or are no longer in the best interest of the Coalition, a member may propose removal of an affiliate from the partnership. Six of 11 votes are required to take action.

## Operations

### Coalition Staff

The Coalition will strive to have a dedicated Partnership Coordinator and other administrative or project-based staff as funding and resources allow, and as approved by the Steering Committee. The workplan of these staff should be developed based on the priorities and annual focal areas of the Coalition (as approved by the Steering Committee). The positions shall receive their technical direction from their administrative supervisor in coordination with the Coalition's Success Committee and Coalition Co-Chair(s), or as otherwise agreed upon by the Steering Committee. Administrative oversight and direct supervision will be provided by their hiring organization<sup>2</sup>.

### Coalition Priorities & Annual Focal Areas

Coalition-wide focus areas and priority activities and actions will be developed annually. These will be based on collective priorities as defined by the Steering Committee in coordination with the Branches. The annual Focal Areas document will include strategies, tactics, and milestones that the Coalition will employ to achieve its annual priorities must be approved by the Steering

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<sup>2</sup> The legal hiring organization is currently Save the Redwoods League.

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Committee (which will also add any planned actions concerning the administrative functions of the Coalition itself). While partners shall make good faith efforts in completing agreed-upon tasks, nothing in the work plans shall constitute binding commitments on any partner. The current annual Focal Area document shall be updated within Appendix G.

### Use of Coalition Logos, Slogans and Other Brand Assets

Logos, slogans, graphics, or other marketing/branding items developed for the Coalition may be used by any non-profit Coalition member or affiliate for promotional purposes, including sold merchandise, within the following parameters:

1. At least 90% of monies generated through a means that includes the use of Coalition branding/materials to promote itself (after Cost of Goods Sold) must directly benefit a sequoia grove ecosystem conservation project, or may include supporting administration of the Coalition, or public education/awareness.
2. Coalition materials will not be used in a context that would imply support for any organization position that does not align with the Coalition core tenets, or any other provision of this charter.

The Coalition's Brand Guidelines can be found in Appendix H.

### Representing the Coalition in Media, Events or Public Forums

Any representative of a Coalition member or affiliate organization that intends to make public statements, distribute press releases or coordinate events on behalf of the Coalition or disperse non-publicly released documents, research fundings, data, or other information created as a Coalition product will first apply the following requirements. Specific guidelines, processes, and standard operating procedures for press release distribution, delivering public statements, and facilitating special events can be found in Appendix I:

1. Ensure that any statements or materials do not conflict with the core tenets.
2. Receive concurrence of the appropriate branch chair(s) if it involves the release of new information generated in partnership.
3. If the focus is on specific grove(s), receive concurrence from the applicable land manager(s) POC.
4. Coordinate media interviews through the Rally chair(s) and/or the Steering chair(s).
5. Refer to "Making Decisions as a Group" section for guidance on potentially controversial white papers, editorials, or similar written materials.

These requirements do not apply to general statements about membership in the Coalition, participating in Coalition activities, or other remarks that would not likely generate concern by another Coalition partner.

### Funding

Generally, funding to support sequoia conservation efforts will be sought by individual partner organizations to meet local needs. Funding to support internal Coalition administrative costs (staffing, website, meetings, etc.) will be provided by willing contributors from among the

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Coalition member and affiliate organizations, as funding permits. However, funding and fundraising for the Coalition's operations, administration and collective priorities shall be coordinated through the Funding Strategy Committee. Guidelines for addressing unfunded priorities and submitting requests to the Funding Strategy Committee can be found in Appendix B.

No provision of this charter obligates any partner to expend funds to support internal Coalition support activities, but partners will act in good faith to contribute as they are able.

### Reporting

As staffing capacity exists, the Coalition shall generate an Annual Report, highlighting accomplishments and current activities, as well as a quarterly newsletter, when staffing capacity exists.

## General Provisions

### Term of Charter

This charter will remain in effect until amended, as specified below. A member or an affiliate may withdraw from the Coalition at any time, upon written notice to the current Co-Chair(s). Changes in partner membership (member or affiliate) will be documented by amendment to this charter by the Steering Committee chair(s).

### Amendments

Any signatories may propose changes to this charter. Any substantive change will be in the form of an amendment and will not take effect until all signatories have agreed to and signed the amendment.

### Periodic Review

Steering committee members will review this charter annually to assess its adequacy, effectiveness, and need to continue or amend.

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Approval Signatures

DocuSigned by:  
*Clayton F. Jordan* 1/21/2025  
445A469D9E4D40D...

Clayton Jordan, Superintendent  
for Sequoia & Kings Canyon National Parks Date

DocuSigned by:  
*Cicely Muldoon* 1/21/2025  
92547281935145E...

Cicely Muldoon, Superintendent  
for Yosemite National Park Date

DocuSigned by:  
*Anthony Edwards* 1/27/2025  
9748DFB9FEAC435...

Anthony Edwards, Forest Supervisor  
for Sequoia National Forest/Giant Sequoia National Monument Date

DocuSigned by:  
*Dean Gould* 1/29/2025  
60D74E3095C345C...

Dean Gould, Forest Supervisor  
for Sierra National Forest Date

Signed by:  
*Heather Noel* 1/21/2025  
84E14058D596428...

Heather Noel, Forest Supervisor (Acting)  
for Tahoe National Forest Date

Signed by:  
*Gabriel Garcia* 2/4/2025  
CE62F01EC93746F...

Gabriel Garcia, Field Manager, Bureau of Land Management, Bakersfield Field Office  
for Case Mountain Extensive Recreation Management Area Date

*[Handwritten Signature]* 3/5/2025

Charmaine McDarment, Chairwoman, Tule River Tribal Council, Tule River Indian Tribe  
for Tule River Indian Reservation *Lester Shine Nieto Jr.* Date

DocuSigned by:  
*Danielle Gerhart* 1/21/2025  
D386D4E15BF8404

Danielle Gerhart, District Superintendent, Central Valley District  
for Calaveras Big Trees State Park Date

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DocuSigned by:  
*Matthew Reischman* 1/22/2025  
09C3EF839A7E418...

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Matthew Reischman, Deputy Director of Resource Management  
for Mountain Home Demonstration State Forest Date

Signed by:  
*Ariel Thomson Roughton* 1/21/2025  
2F041243CB7B42F...

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Ariel Thomson Roughton, Research Stations Manager, University of California, Berkley  
for Whitaker's Forest Date

Signed by:  
*Denise England* 1/21/2025  
79C9A084DAB9471...

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Denise England, Water Resources Program Manager, Tulare County  
for Balch Park Date

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### Appendices

The appendices that follow will be updated as directed by the Steering Committee Co-Chair(s), as appropriate, and adopted within the current charter without the need of new signatures by Coalition members.

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Appendix A: Current Listing of Affiliate Partners (Revised 10/20/24)

**Federal/State Partner Government Agencies**

US Geological Survey—Western Ecological Research Center

Stanislaus National Forest

**Affiliate Partner NGO's**

Save the Redwoods League

Sequoia Parks Conservancy

Sequoia National Monument Association

Southern Sierra Conservancy

Yosemite Conservancy

The Ancient Forest Society

American Forests

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### Appendix B: Coalition Guidelines for Prioritizing Funding & Fundraising Strategies for Unfunded Needs

#### **Guidelines for Prioritizing Funding & Fundraising Strategies for Unfunded Projects**

**Purpose:** These guidelines outline the steps, key considerations and required approvals needed for allocating funding, or pursue fundraising opportunities for priority unfunded Coalition<sup>3</sup> needs.

**Background & Context:** Coalition members have successfully leveraged federal and state funds, and in some cases, philanthropic support to meet wildfire risk reduction and ecosystem health project and program needs within individual sequoia groves. Funding, however, is needed to support the Coalition's operations, capacities, and collective actions.

As described in the GSLC Charter, "funding to support sequoia conservation efforts will be sought by the individual partner organizations to meet local needs" ... Funding to support internal Coalition administrative and operational costs (staffing, website, workshops, meetings, etc.) will be provided by willing contributors from among the Coalition member and affiliate organizations, as funding permits. No provision of this charter obligates any partner to expend funds to support internal Coalition support activities, but partners will act in good faith to contribute as they are able."

During the August 2023 GSLC Steering Committee Workshop participants emphasized the importance of creating coordinated fundraising and administrative strategies through shared agreements and strategically leveraging state, federal, and private funding opportunities. A decision was made to create a *Fundraising Strategy* to support the collective work of the Coalition, including how to leverage public/private investments and sustain collaborative capacity needs.

The Steering Committee also decided to modify the Coalition's governance structure to include the addition of a backbone organization – Save the Redwoods League, which could provide the necessary coordinating capacities and fiscal administration support for the Coalition.

In January 2024 the Coalition's [Funding Strategy Working Group](#) was established to provide strategic guidance and implementation support in the following three areas:

1. Short-term funding model: designed to bridge partnership coordination support funding needs until the potential receipt of the proposed Sierra Nevada Conservancy's Regional Forest & Fire Capacity grant.
2. Mid-term funding model: Oversee and leverage possible SNC (and other) funding with future grants and philanthropic investments (SRL taking lead & serving as backbone).
3. Long-term funding model: Create and pursue longer term GLSC Funding Strategy to support sustainable capacity and collective stewardship actions.

These guidelines are a product of this Working Group (now referred to as a Committee).

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<sup>3</sup> Note: these guidelines are specific to the Coalition's unfunded needs that are identified within the Coalition's approved annual Focus Area document. They are not intended to apply to individual partner projects or projects undertaken through collaboration between partners outside of Coalition business, unless explicitly identified in a Coalition annual Focus Area document.

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### **Definitions:** N/A

**Process (how to) & Approvals:** The following approach should be undertaken when assessing whether an unfunded Coalition project priority could be funded through existing GSLC Affiliate partner resources, individual member(s), or funding sought by the Coalition's Backbone Organization (SRL) or other Affiliate partners. It is recommended that project proponents align funding requests with the existing annual grant, budget and workplan timelines for GSLC Affiliate partners where feasible.

Key considerations are also included below.

1. Ensure that any unfunded project, program, or administrative request is included in the Coalition's approved annual Focus Area document.
2. Project Lead(s) and/or Project Team should receive concurrence from the appropriate Branch Chair(s) to create a Coalition Project Statement (template includes project description, anticipated budget, etc.).
3. It is recommended that the Branch Chair(s) coordinate the development of the Project Statement with the Coalition Co-Chairs and Partnership Coordinator so as to receive feedback during monthly Co-Chair meetings to inform the development, including as appropriate feedback from the Funding Strategy and the Steering Committee.
4. Once drafted, the Branch Chair & Project Lead(s) share with the Funding Strategy Committee for their assessment and potential funding/fundraising support. The Funding Strategy Committee review could include:
  - a. Is the proposed project aligned with Affiliate (& associated member) priorities and potentially eligible for funding through the Affiliate.
  - b. Is the proposed project clearly described and fundable?
    - i. If fundable, what types of funding could be pursued and who might lead the fundraising effort?
    - ii. If not, what alternatives might exist (member funding, etc.)
  - c. If fundable, the Funding Working Group would assign a Working Group liaison to further develop a fundraising strategy with the project proponent and provide fundraising support (as feasible).

### **References:**

- GSLC Project Statement Template
- GSLC Affiliate Annual Grant, Budget & Work Plan Milestones

Giant Sequoia Lands Coalition Charter Revision V2 FINAL (1-10-25)

Appendix C: Coalition Structure



**Steering Committee**

**Purpose:** To provide the overarching strategy, guidance, direction, and decision-making for the GSLC to effectively protect and steward giant sequoia groves across their range. It serves as an important forum for relationship building and coordination at the leadership level. [The *Executive Steering Subcommittee* is a self-identified subset of the larger Steering Committee. It meets monthly to advance Steering Committee work tasks, increase relationships and coordination, respond to GSLC needs, and maintain momentum.]

**Participants:** Senior leaders (or their designee) of the 11 public and tribal land management stewards of giant sequoia groves, and one “special affiliate” organization who serves as the Coalition’s fiscal sponsor.

**Scheduling:** Meets quarterly.

Information is shared via Branch/Committee Co-Chair participation on the Steering Committee; Steering Committee representation in Branches/Committees; and via meeting notes.



<p><b>ACT Branch</b></p> <p><b>Purpose:</b> Share knowledge, best practices, and implement actions to improve giant sequoia resilience from high-severity fire, drought, insect attack, and regeneration failures throughout the range.</p> <p><b>Participants:</b> Designated individuals associated with the 11 public and tribal land management stewards of giant sequoia groves, and the Coalition’s fiscal sponsor, plus identified individuals from the affiliate organizations.</p> <p><b>Scheduling:</b> Meets quarterly or as needed.</p>	<p><b>LEARN Branch</b></p> <p><b>Purpose:</b> Share knowledge and collaborate (1) to undertake research, actionable science, and monitoring to gain a better scientific understanding of the health status of all giant sequoia groves, and their threats; (2) to support science-based restoration, adaptive management, and intervention decisions; and (3) to support increased public understanding and support through publications, messaging, and reports.</p> <p><b>Participants:</b> Designated individuals associated with the 11 public and tribal land management stewards of giant sequoia groves, and the Coalition’s fiscal sponsor, plus identified individuals from the affiliate organizations.</p> <p><b>Scheduling:</b> Meets quarterly or as needed.</p>	<p><b>RALLY Branch</b></p> <p><b>Purpose:</b> Share knowledge and best practices and to (1) create tools for strengthening internal communications and participation within the GSLC; (2) to coordinate and amplify external communications to build public and stakeholder support, (3) to cultivate and connect cooperators and partners; and (4) to inspire giving in supporting giant sequoia grove conservation and stewardship projects throughout the range.</p> <p><b>Participants:</b> designated individuals associated with the 11 public and tribal land management stewards of giant sequoia groves, and the Coalition’s fiscal sponsor, plus identified individuals from the affiliate organizations.</p> <p><b>Scheduling:</b> Meets monthly.</p>	<p><b>Funding Strategy Committee</b></p> <p><b>Purpose:</b> Provide providing strategic guidance and implementation support in the following three areas: (1) Short-term funding model: designed to bridge partnership coordination support funding needs; (2) Mid-term funding model: Oversee and leverage funding and philanthropic investments to meet Coalition priority needs; (3) Long-term funding model: create and pursue longer term GLSC Funding Strategy to support sustainable capacity and collective stewardship actions.</p> <p><b>Participants:</b> Coalition fiscal sponsor, Coalition Co-Chair &amp; Steering Committee representatives, affiliate non-profit organization representatives. <b>Scheduling:</b> Meets bi-monthly.</p>	<p><b>Coalition Staff Success Committee</b></p> <p><b>Purpose:</b> Support (1) the selection and hiring processes for Coalition-based staff; (2) the orientation and success of Coalition-based staff, to include professional development, problem-solving and support in navigating and understanding the Coalition’s priorities, partners, and work.</p> <p><b>Participants:</b> Staff supervisor and 3-5 individuals from member and affiliate organizations.</p> <p><b>Scheduling:</b> Meets as determined by the participants.</p>
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## Appendix D: Coalition Committee Charters

Appendix D includes the following committee and branch charters:

1. Steering Committee
2. Act Branch
3. Learn Branch
4. Rally Branch
5. Funding Strategy Committee
6. Success Committee

## Giant Sequoia Lands Coalition Charter Revision V2 FINAL (1-10-25)

### Steering Committee Charter

#### **Committee Purpose & Structure:**

**Purpose:** The purpose of the Steering Committee (SC) is to provide the overarching strategy, guidance, direction, and decision-making for the GSLC to effectively protect and steward giant sequoia groves across their range. It serves as an important forum for relationship building and coordination at the leadership level.

**Direction & Activities:** The SC oversees the development of the annual GSLC workplan, to include identifying necessary resources and capacities for the Funding Strategy Working Group. Work Plans are developed through each Branch and the Steering Committee, then aggregated into the GSLC Work Plan by the Steering Committee. The Work Plan includes deliverables for that year that reflect collaborative actions by members and affiliates towards achieving the GSLC's specified objectives and strategies.

The SC can designate new committees or time-bound task forces/working groups to accomplish the Coalition's priorities and specific activities. For example, the hiring of a Coalition-based staff member could be done through an appointed Selection Committee in partnership with the Coalition's fiscal sponsor.

**Convening & Communications:** The SC seeks to meet remotely at least quarterly, as well as one in-person meeting in the winter. Meetings are scheduled through the Partnership Coordinator.

The *Executive Steering Subcommittee* is a self-identified subset of the larger Steering Committee. It meets monthly to advance Steering Committee work tasks, increase relationships and coordination, respond to GSLC needs, and maintain momentum.

Monthly meeting notes (including actions and decisions) are filed within the Steering Committee file structure in the DOI-Team folder. Meeting notes are distributed within 10 days of the meeting to the full SC and Branch Co-Chairs.

**Anticipated Duration:** Membership of the SC is on-going. Members may designate a representative to serve on behalf of their land management entity. If a SC member leaves their job (transfer, retirement, etc.) they will recommend to the SC a replacement for the interim while their position is backfilled.

It is suggested that each agency have a designated alternative who can participate in the absence (or co-currently) with the designer.

**Decision-making:** The Steering Committee makes decisions about the Coalition's strategic direction, work plan priorities, financial commitment and opportunities and the overall day-to-day operations of the Coalition.

When making primary decisions related to how the GSLC conducts business as a coalition, the SC will seek consensus by all members. If consensus cannot be reached, the members may abandon or table the disputed issue or decide to proceed with the preferred decision of the majority. Any decision, though, should not conflict with a core tenet (principle) as stated within the Charter. All major decisions will be documented, with responsible individuals and deadlines identified, as appropriate.

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The Steering Committee does not have the authority to direct any member agencies or affiliates; nor can it grant one agency authority over another. This includes project identification and design, deliverable determination, environmental decision documents, regulatory permits, regulatory review, or project implementation. Coalition members are responsible for decision making related to their individual sequoia groves.

The charter specifies the process for how a new GSLC affiliate partner will be reviewed and approved, as well as when an affiliate may be removed.

### **Committee Leadership & Participation:**

#### **Representation & Participant Roles:**

The GSLC SC is comprised of senior leaders (or their designee) of the 11 public and tribal land management stewards of giant sequoia groves, one “special affiliate” organization who serves as the Coalition’s fiscal sponsor, and affiliate partners. Only the members having voting rights for Coalition business.

The desired expectation is that Steering Committee representatives shall attend the quarterly virtual meeting and the one annual in-person meeting. If their attendance is not possible, a designee in attendance is preferred. Participants shall strive to actively contribute to coordination, knowledge-sharing and collaborative work. The anticipated time commitments will range from 2-8 hours monthly, depending upon what an individual member has agreed to work on.

For smaller agencies it might be necessary that the SC member also serve on one or more of the Branch Committees (Learn, Rally and Act) to the extent that they wish to participate in the activities of that branch.

**Leadership & Leadership Roles:** There will be a minimum of two Co-chairs of the SC, and they are also considered chairs for the GSLC.

Co-chair roles include:

- Championing the work of the GSLC and cultivating relationships within and among the member and affiliate executives,
- Providing leadership and strategic guidance in support of the GSLC’s vision and charter,
- Fostering agency commitment and participation to achieving the member and affiliate’s collective vision,
- Leading and providing agenda setting for the Executive SC and SC meetings,
- Providing direction regarding partnership cohesion and GSLC work plan goal and priority setting,
- Providing high-level guidance to the Partnership Coordinator and Branch Co-Chairs as needed.

Co-chairs positions will be evaluated yearly. Those interested in this role will self-nominate upon notification of an upcoming opening. If there is more than one member that self-nominates, the SC will vote. The preference is that one of the co-chairs should be from a federal agency, and in the case of when there are three co-chairs, it is preferred that one is also a representative from the Tule River Indian Tribe.

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Co-chairs of the SC will be active in the Executive SC as well. It is estimated that the Co-chair role will average 8-12 hours/month.

**Suggested Committee Size:** 12 individuals representing the senior managers (or their designees) from the 11 member agencies, along with one representative of the special affiliate, and senior manager representation from affiliate partners.

### **Committee Support:**

Coordination Capacity: The SC requires assistance from both the Partnership Coordinator and Administrative Assistance for meeting scheduling, note-taking, facilitation, action/task tracking and any coordination and research between meetings.

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### Act Branch Charter

#### **Committee Purpose & Structure:**

**Purpose:** The purpose of the Act Branch (Resource & Fire Management Mitigation) is to share knowledge, best practices, and implement actions to improve giant sequoia resilience from high-severity fire, drought, insect attack, and regeneration failures throughout the range.

**Direction & Activities:** The Act Branch develops an annual workplan in support of the GSLC's annual priorities and strategic direction. The workplan is reviewed and approved by the Steering Committee (SC) as a part of the larger GSLC work plan. It includes target deliverables that reflect collaborative actions by members and affiliates towards achieving the Branch's goals, and the GSLC's specified priorities and strategies. General activities include coordinating field visits and activities, supporting implementation activities across boundaries, developing best practices and new tools, and sharing resources as appropriate.

**Convening & Communications:** While collaboration and information sharing shall be on-going, the Act Branch will try to meet remotely at least quarterly, as well as one in-person meeting in the winter. Meetings will be scheduled with invitations sent in advance to encourage maximum attendance.

Meeting notes (including actions and decisions) are filed within the Learn Branch file structure in the DOI-Team folder. Meeting notes are distributed within 10 days of the meeting to the full Branch and Steering Committee Co-Chairs.

**Anticipated Duration:** Membership of the Act Branch is on-going. Members of the SC will designate a representative to serve on behalf of their land management entity. If an Act Branch representative leaves their job (transfer, retirement, etc.) they will recommend to their respective SC member a replacement for the interim while their position is backfilled.

**Decision-making:** Decisions about how the GSLC functions as a multi-organizational partnership will be made the SC members. Each of the Branches (Learn, Rally, and Act) will be responsible for decisions that guide their specific committee's work activities. Branch committee chair/co-chairs will facilitate the decision-making process, and if a consensus cannot be reached, the chair/co-chairs will decide how to proceed. If consensus cannot be reached, the members may abandon or table the disputed issue or decide to proceed with the preferred decision of the majority. Any decision, though, should not conflict with a core tenet (principle) as stated within the Charter. All major decisions will be documented, with responsible individuals and deadlines identified, as appropriate.

The Act Branch does not have the authority to direct any member agencies or affiliates; nor can it grant one agency authority over another. Coalition members are responsible for decision making related to their individual sequoia groves.

Specific cross-boundary project decision-making authorities may also be identified in federal and state agreements.

#### **Committee Leadership & Participation:**

##### **Representation & Participant Roles:**

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The Act Branch is comprised of designated individuals associated with the 11 public and tribal land management stewards of giant sequoia groves, and the Coalition's fiscal sponsor:

- National Park Service, represented by Sequoia-Kings Canyon National Parks and Yosemite National Park
- National Forest Service, represented by Sequoia National Forest and Giant Sequoia National Monument, Sierra National Forest, and Tahoe National Forest
- Bureau of Land Management, represented by Case Mountain Extensive Recreation Management Area
- Tule River Indian Tribe
- State of California, represented by Calaveras Big Trees State Park, and CALFIRE, stewards of Mountain Home Demonstration State Forest
- University of California, Berkeley, stewards of Whitaker's Research Forest
- Tulare County, stewards of Balch Park
- Save the Redwoods League (Fiscal Sponsor)

In addition, the Act Branch may include individuals from the following affiliate organizations:

- American Forests
- Ancient Forests Society
- Stanislaus National Forest
- US Geological Survey – Western Ecological Research Center
- Sequoia Parks Conservancy
- Yosemite Conservancy
- Southern Sierra Conservancy

The SC will notify the Branch Co-Chairs annually (at the GSLC annual meeting) with a list of individuals who will serve on the Learn Branch. Similarly, the Branch co-chairs will reach out to each Affiliate organization requesting the same. For smaller agencies/organizations it might be necessary that a SC member also serves on one or more of the Branch Committees (Learn, Act, and/or Rally).

**Participant Roles:** Participants in the Branches will provide support and technical guidance to the co-chairs for achieving the Branch's workplan priorities. Participants shall strive to attend no less than 75% of the monthly meetings, as well as actively contribute to coordination, knowledge-sharing and collaborative work.

**Leadership & Leadership Roles:** Chair/co-chairs of the Branches shall be self-nominated. If more than one person is interested in taking on the role, there will be a vote by the Act Branch participants, or there can be two or three co-chairs. It is important that whoever is in this role knows the responsibilities and are able and willing to take them on.

Co-chair roles include:

- Championing the work of the GSLC and cultivating relationships within and among the Branch representatives, and internal/external partners,
- Providing leadership and strategic guidance in support of achieving the Branch work plan activities,
- Leading and providing agenda setting for the Act meetings, and field visits.

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- Providing high-level guidance to the SC and GSLC Co-Chairs as needed.

The preference is that one of the co-chairs should be from either SEKI or SQF.

The GSLC Co-Chairs will meet annually with the Branch Chair/co-chair positions to discuss progress, assess roles, share learnings, and determine best to support and resource the chair/co-chairs. One of the Branch co-chairs will join the SC and Executive Steering Subcommittee meetings. It is estimated that the Co-chair role will involve 4-6 hours/month.

**Suggested Committee Size:** Maximum of 19 individuals representing the 11 member agencies/Tribe, along with one representative of the special affiliate, and up to 7 representatives from the affiliate organizations.

### **Committee Support:**

Coordination Capacity: The Act Branch requires assistance for meeting scheduling, note-taking, facilitation, action/task tracking and any coordination and research between meetings. This can be provided through Save the Redwood's League Fellows, and the Coalition's Partnership Coordinator or Administrative Assistant as needed.

## Giant Sequoia Lands Coalition Charter Revision V2 FINAL (1-10-25)

## Learn Branch Charter

**Committee Purpose & Structure:**

**Purpose:** The purpose of the Learn Branch (Research & Monitoring) is share knowledge and collaborate (1) to undertake research, actionable science, and monitoring to gain a better scientific understanding of the health status of all giant sequoia groves, and their threats; (2) to support science-based restoration, adaptive management and intervention decisions; and (3) to support increased public understanding and support through publications, messaging, and reports.

**Direction & Activities:** The Learn Branch develops an annual workplan in support of the GSLC's annual priorities and strategic direction. The workplan is reviewed and approved by the Steering Committee (SC) as a part of the larger GSLC work plan. It includes target deliverables that reflect collaborative actions by members and affiliates towards achieving the Branch's goals, and the GSLC's specified priorities and strategies. General activities include publishing reports, coordinating research design and implementation, monitoring beetle infestations and other biotic stressors, sharing new research findings and practices, etc.

**Convening & Communications:** While collaboration and information sharing shall be on-going, the Learn Branch will try to meet remotely at least quarterly, as well as one in-person meeting in the winter. The annual meeting may be coupled with a "Learn" science symposium to exchange the latest known information and lessons on sequoia population health, threats, restoration, adaptive management, and mitigation. Meetings will be scheduled with invitations sent in advance to encourage maximum attendance.

Meeting notes (including actions and decisions) are filed within the Learn Branch file structure in the DOI-Team folder. Meeting notes are distributed within 10 days of the meeting to the full Branch and Steering Committee Co-Chairs.

**Anticipated Duration:** Membership of the Learn Branch is on-going. Members of the SC will designate a representative to serve on behalf of their land management entity. If a Learn Branch representative leaves their job (transfer, retirement, etc.) they will recommend to their respective SC member a replacement for the interim while their position is backfilled.

**Decision-making:** Decisions about how the GSLC functions as a multi-organizational partnership will be made the SC members. Each of the Branches (Learn, Rally, and Act) will be responsible for decisions that guide their specific committee's work activities. Branch committee chair/co-chairs will facilitate the decision-making process, and if a consensus cannot be reached, the chair/co-chairs will decide how to proceed. If consensus cannot be reached, the members may abandon or table the disputed issue or decide to proceed with the preferred decision of the majority. Any decision, though, should not conflict with a core tenet (principle) as stated within the Charter. All major decisions will be documented, with responsible individuals and deadlines identified, as appropriate.

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The Learn Branch does not have the authority to direct any member agencies or affiliates; nor can it grant one agency authority over another. Coalition members are responsible for decision making related to their individual sequoia groves.

### **Committee Leadership & Participation:**

#### **Representation & Participant Roles:**

The Learn Branch is comprised of designated individuals associated with the 11 public and tribal land management stewards of giant sequoia groves, and the Coalition's fiscal sponsor:

- National Park Service, represented by Sequoia-Kings Canyon National Parks and Yosemite National Park
- National Forest Service, represented by Sequoia National Forest and Giant Sequoia National Monument, Sierra National Forest, and Tahoe National Forest
- Bureau of Land Management, represented by Case Mountain Extensive Recreation Management Area
- Tule River Indian Tribe
- State of California, represented by Calaveras Big Trees State Park, and CALFIRE, stewards of Mountain Home Demonstration State Forest
- University of California, Berkeley, stewards of Whitaker's Research Forest
- Tulare County, stewards of Balch Park
- Save the Redwoods League

In addition, the Learn Branch may include individuals from the following affiliate organizations:

- American Forests
- Ancient Forests Society
- Stanislaus National Forest
- US Geological Survey – Western Ecological Research Center
- Sequoia Parks Conservancy
- Yosemite Conservancy
- Southern Sierra Conservancy

The SC will notify the Branch Co-Chairs annually (at the GSLC annual meeting) with a list of individuals who will serve on the Learn Branch. Similarly, the Branch co-chairs will reach out to each Affiliate organization requesting the same. For smaller agencies/organizations it might be necessary that a SC member also serves on one or more of the Branch Committees (Learn, Act, and/or Rally).

**Participant Roles:** Participants in the Branches will provide support and technical guidance to the co-chairs for achieving the Branch's workplan priorities. Participants shall strive to attend no less than 75% of the monthly meetings, as well as actively contribute to coordination, knowledge-sharing and collaborative work.

**Leadership & Leadership Roles:** Chair/co-chairs of the Branches shall be self-nominated. If more than one person is interested in taking on the role, there will be a vote by the Learn Branch participants, or there can be two or three co-chairs. It is important that whoever is in this role knows the responsibilities and are able and willing to take them on.

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### Co-chair roles include:

- Championing the work of the GSLC and cultivating relationships within and among the Branch representatives, and internal/external partners,
- Providing leadership and strategic guidance in support of achieving the Branch work plan activities,
- Leading and providing agenda setting for the Learn meetings, and science symposia.
- Providing high-level guidance to the SC and GSLC Co-Chairs as needed.

The preference is that one of the co-chairs should be from either SEKI or SQF.

The GSLC Co-Chairs will meet annually with the Branch Chair/co-chair positions to discuss progress, assess roles, share learnings, and determine how best to support and resource the chair/co-chairs. One of the Branch co-chairs will join the SC and Executive Steering Subcommittee meetings. It is estimated that the Co-chair role will involve 4-6 hours/month.

**Suggested Committee Size:** Maximum of 19 individuals representing the 11 member agencies/Tribe, along with one fiscal sponsor, and up to 7 representatives from the affiliate organizations.

### **Committee Support:**

**Coordination Capacity:** The Learn Branch requires assistance for meeting scheduling, note-taking, facilitation, action/task tracking and any coordination and research between meetings. This can be provided through partners such as Plumas Corps or Save the Redwood's League Fellows, and the Coalition's Partnership Coordinator or Administrative Assistant as needed.

## Giant Sequoia Lands Coalition Charter Revision V2 FINAL (1-10-25)

### Rally Branch Charter

#### **Committee Purpose & Structure:**

**Purpose:** The purpose of the Rally Branch (Education & Partnership) is to share knowledge and best practices and to (1) create tools for strengthening internal communications and participation within the GSLC; (2) to coordinate and amplify external communications to build public and stakeholder support, (3) to cultivate and connect cooperators and partners; and (4) to inspire giving in supporting giant sequoia grove conservation and stewardship projects throughout the range.

#### **Direction & Activities:**

The Rally Branch develops an annual workplan in support of the GSLC's annual priorities and strategic direction. The workplan is reviewed and approved by the Steering Committee (SC) as a part of the larger GSLC work plan. It includes target deliverables that reflect collaborative actions by members and affiliates towards achieving the Branch's goals, and the GSLC's specified priorities and strategies. General activities include coordinating media events, overseeing the websites, preparing the GSLC annual report, and creating engagement materials.

**Convening & Communications:** The Rally Branch meets remotely monthly, as well as participates one in-person meeting in the winter. Meetings are scheduled by the Rally Co-Chairs with support from the Partnership Coordinator.

Monthly meeting notes (including actions and decisions) are filed within the Rally Branch file structure in the DOI-Team folder. Meeting notes are distributed within 10 days of the meeting to the full Branch and Steering Committee Co-Chairs.

**Anticipated Duration:** Membership of the Rally Branch is on-going. Members of the SC designate a representative to serve on behalf of their land management entity. Similarly, Affiliates identify a designee to serve on behalf of that organizations. If a Rally Branch representative leaves their job (transfer, retirement, etc.) they will recommend to their respective SC member a replacement for the interim while their position is backfilled.

**Decision-making:** Decisions about how the GSLC functions as a multi-organizational partnership will be made the SC members. Each of the Branches (Learn, Rally, and Act) will be responsible for decisions that guide their specific committee's work activities. Branch committee chair/co-chairs will facilitate the decision-making process, and if a consensus cannot be reached, the chair/co-chairs will decide how to proceed. If consensus cannot be reached, the members may abandon or table the disputed issue or decide to proceed with the preferred decision of the majority. Any decision, though, should not conflict with a core tenet (principle) as stated within the Charter. All major decisions will be documented, with responsible individuals and deadlines identified, as appropriate.

The Rally Branch does not have the authority to direct any member agencies or affiliates; nor can it grant one agency authority over another. Coalition members are responsible for decision making related to their individual sequoia groves.

#### **Committee Leadership & Participation:**

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### **Representation & Participant Roles:**

The Rally Branch is comprised of designated individuals associated with the 11 public and tribal land management stewards of giant sequoia groves, and the Coalition's fiscal sponsor:

- National Park Service, represented by Sequoia-Kings Canyon National Parks and Yosemite National Park
- National Forest Service, represented by Sequoia National Forest and Giant Sequoia National Monument, Sierra National Forest, and Tahoe National Forest
- Bureau of Land Management, represented by Case Mountain Extensive Recreation Management Area
- Tule River Indian Tribe
- State of California, represented by Calaveras Big Trees State Park, and CALFIRE, stewards of Mountain Home Demonstration State Forest
- University of California, Berkeley, stewards of Whitaker's Research Forest
- Tulare County, stewards of Balch Park
- Save the Redwoods League (fiscal sponsor)

In addition, the Rally Branch may include individuals from the following affiliate organizations:

- Sequoia Parks Conservancy
- Yosemite Conservancy
- Southern Sierra Conservancy
- American Forests
- Ancient Forests Society
- Stanislaus National Forest
- US Geological Survey – Western Ecological Research Center

The SC will notify the Branch Co-Chairs annually (at the GSLC annual meeting) with a list of individuals who will serve on the Rally Branch. Similarly, the Branch Co-Chairs will reach out to each Affiliate organization requesting the same. For smaller agencies/organizations it might be necessary that a SC member also serves on one or more of the Branch Committees (Learn, Act, and/or Rally).

**Participant Roles:** Participants in the Branches will provide support and technical guidance to the co-chairs for achieving the Branch's workplan priorities. Participants shall strive to attend no less than 75% of the monthly meetings, as well as actively contribute to coordination, knowledge-sharing and collaborative work.

**Leadership & Leadership Roles:** Chair/co-chairs of the Branches shall be self-nominated. If more than one person is interested in taking on the role, there will be a vote by the Rally Branch participants, or there can be two or three co-chairs. It is important that whoever is in this role knows the responsibilities and are able and willing to take them on.

Co-chair roles include:

- Championing the work of the GSLC and cultivating relationships within and among the Branch representatives, and internal/external partners,
- Providing leadership and strategic guidance in support of achieving the Branch work plan activities,

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- Leading and providing agenda setting for the Rally meetings,
- Providing high-level guidance to the SC and GSLC Co-Chairs as needed.

The preference is that one of the co-chairs should be from either SEKI or SQF.

The GSLC Co-Chairs will meet annually with the Branch Chair/co-chair positions to discuss progress, assess roles, share learnings, and determine how best to support and resource the chair/co-chairs. One of the Branch co-chairs will join the SC and Executive Steering Subcommittee meetings. It is estimated that the Co-chair role will involve 4-6 hours/month.

**Suggested Committee Size:** Maximum of 19 individuals representing the 11 member agencies/Tribe, along with one fiscal sponsor, and up to 7 representatives from the affiliate organizations.

### **Committee Support:**

Coordination Capacity: The SC requires assistance from both the Partnership Coordinator and Administrative Assistant for meeting scheduling, note-taking, facilitation, action/task tracking and any coordination and research between meetings.

## Giant Sequoia Lands Coalition Charter Revision V2 FINAL (1-10-25)

### Funding Strategy Committee Charter

**Purpose & Desired Outcomes:** The GLSC Funding Strategy Committee is tasked with providing strategic guidance and implementation support in the following three areas:

- ✓ Short-term funding model: designed to bridge partnership coordination support funding needs until the potential receipt of the proposed Sierra Nevada Conservancy's Regional Forest & Fire Capacity grant.
- ✓ Mid-term funding model: Oversee and leverage possible SNC (and other) funding with future grants and philanthropic investments (SRL taking lead & serving as backbone).
- ✓ Long-term funding model: Create and pursue longer term GLSC Funding Strategy to support sustainable capacity and collective stewardship actions.

Desired Committee outcomes include:

1. Short-term funding commitments from GLSC affiliates and partner organizations to support interim partnership and administrative coordination needs for 6-9 months.
2. Three-year funding for GLSC coordination capacity staff needs (e.g., Partnership Coordinator, Administrative Coordinator & consulting as needed)
3. A GLSC Funding Strategy & Business Plan

**Anticipated Duration:** Ongoing, meeting bi-monthly

**Suggested Committee Size:** The Committee will be supported by the interim Partnership Coordinator (Sharon) who will help facilitate scheduling meetings, agenda & material development, plus track actions and outcomes.

- 6 – 8 participants (excluding Partnership Coordinator support)

**Anticipated Participants:**

- Backbone organization (STRL): Paul Ringgold & Ben Friedman
- Exec Committee representative: Clay Jordan
- Affiliates & Friends of Organizations: Woody Smeck (Yosemite Conservancy), Sierra Parks Conservancy representative, Southern Sierra Conservancy representative, Sierra Nevada Conservancy representative or other state agency.
- Members: federal and state member representatives.

**Decision-making:**

- The Funding Strategy & Business Plan would be reviewed and approved by the Steering and Executive Committees.
- Desired grant and philanthropic gift outcomes would require pre-approval from the Steering and Executive Committees – see guidelines for funding strategies and unfunded needs.

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### GLSC Partnership Coordinator Success Committee Charter

**Note:** Selection Committee members can refer to [Partner & Technical Liaisons – SRL \(GSLC\) Employee Policy and Procedure Quick Reference](#)

**Purpose & Desired Outcomes:** The GLSC Success Committee is tasked with supporting the overall success and effectiveness of the Coalition’s Partnership Coordinator in partnership with Save the Redwoods League, the legal hiring administrator. Desired Committee outcomes include:

4. Helps facilitate the introductions, integration and continued relationship building of the Partnership Coordinator with the Coalition partners.
5. Supports the development, fulfillment and tracking of the Partnership Coordinator’s work plan.
6. Provides guidance and problem solving to the Coordinator regarding Coalition activities and partner relationships.
7. Serves as a resource to Partnership Coordinator for undertaking Coalition business, activities, and events.
8. Provides guidance and mentorship to the Coordinator regarding facilitation skillsets and other skills related to managing collaborative processes across the Network.
9. Provides feedback on the Partnership Coordinator’s management of Coalition systems, communications, and meetings.
10. Works with Save the Redwoods League to create an inclusive and supportive culture for the Coordinator to thrive in accomplishing their work.

**Anticipated Duration:**

- Start date: Hiring of Partnership Coordinator
- Duration: Ongoing
- Meetings: Monthly as a Committee
- Commitment: 2-2.5 hours/month

**Suggested Committee Size:** The Committee will be led by Ben Blom with Save the Redwoods League (STRL), the Partnership Coordinator’s supervisor.

- 4-5 participants (including the Partnership Coordinator)

**Anticipated Participants:**

- Partnership Coordinator Supervisor - Ben Blom
- Interim Coordinator - Sharon Farrell
- Strategic Advisor - Teresa Benson
- Office Liaison - Doreen Alves
- Sintia Kawasaki-Yee

**Decision-making:** *Save the Redwoods League is the official supervising organizations; the Committee does not have any administrative oversight over the Partnership Coordinator*

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Appendix E: Consensus-Based Decision-Making Process

**CONSENSUS-BASED DECISION-MAKING**

Consensus-based decision making is based on a deliberate process of consensus building, whereby **members of a group actively participate in finding a decision together that all members can feel comfortable with.** A consensus decision does not necessarily reflect complete unanimity. However, decisions reached by consensus do reflect the thoughts and feelings of the group, rather than just the majority. Effective consensus building results in decisions that have been thoughtfully deliberated, incorporate diverse experience and views, and may produce the best possible decision given the configuration of interests that have come together for a given purpose. A group committed to consensus may also utilize other forms of decision making (e.g., executive decision, majority rule) when appropriate; however, a group that has adopted a consensus model will use that process for items of strategic importance, related to core values, or around which there is a common perception that “the stakes are high.”

**NECESSARY CONDITIONS:** *Certain fundamental conditions need to be met to conduct an effective consensus-building process, including:*

- ✓ Agreement on core values
- ✓ Willingness of members to both express interests as well as assume a “disinterested” stance.
- ✓ Willingness to make it work – belief in the value of consensus-building.
- ✓ Active listening
- ✓ Sufficient time & patience
- ✓ Trust
- ✓ Succinct expression of views and concerns
- ✓ Conducive setting – properly bounded.

**PARTICIPATORY CORE VALUES & AGREEMENTS:** *[Note: we have found these to be helpful in group processes]*

**Core Values:**

- ✓ Full Participation – all members are encouraged to speak up and share what is on their mind.
- ✓ Mutual Understanding – members understand and accept the legitimacy of one another’s needs and goals.
- ✓ Inclusive Solutions – solutions where the range and vision are expanded through understanding and integrating everyone’s perspectives and needs.
- ✓ Shared Responsibility – all members are willing and able to implement the proposals that they endorse and receive input before final decisions are made.

**Proposed Agreements:** *Each member agrees to:*

- ✓ Take responsibility for helping the group achieve a positive outcome.
- ✓ Listen very carefully to what others are saying.
- ✓ Monitor their level of participation (neither dominate nor withhold)
- ✓ Be aware of the purpose, stay on topic.

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- ✓ Engage with, build on, respond to the ideas of others.
- ✓ Express disagreement or concerns constructively and with respect.
- ✓ Be aware of how both verbal and non-verbal signals impact group dynamics.
- ✓ Avoid side conversations when we are conducting business in the group.
- ✓ Be fully present.

### PROPOSED PROCESS

**Consensus-building is a quintessentially dialogical, emergent human process that incorporates thought, feeling, knowledge, imagination, and lived experience.** Nonetheless, it is a process that can be undertaken deliberately and can be navigated as follows.

1. ***A proposal or an issue will emerge.*** First, the people connected with the proposal/issue explain it, so the issue is stated in clear terms.
2. ***Those present discuss the issue.*** Each member expresses their thoughts and feelings honestly and succinctly; rather than repeating what has already been well-expressed, a member can simply indicate agreement with others.
3. ***A common answer to the issue may emerge during discussion with a self-evident decision presenting itself.*** The decision is stated in positive terms and all questions and concerns have been satisfied to the point that all can agree. If so, consensus has been reached and is noted.
4. ***If consensus is not reached, a second round may be initiated by the facilitator.*** Each member in turn has an equal amount of time to comment on the issue, without interruption and without comments from the others (although questions may be asked for clarification only when the person is finished). The facilitator summarizes what was said and clarifies the status of the issue.
5. ***Individual differences may have merged during the round into a common answer.*** If group agreement is reached, the consensus is recorded.
6. ***If consensus is still not achieved, a second round may be undertaken.***
7. ***If consensus is still not achieved, the group must decide*** (a). Whether progress is being made and further rounds may result in consensus, or (b). Whether one or more of the necessary conditions for consensus are not currently being met and if so whether an adjustment can be made to accommodate, or (c). there is some fundamental split in the group, such as a divergence among some members around core values. The matter under contention would point to the value(s) in need of clarification.

### OPTIONAL STANCES MEMBERS CAN TAKE

***Expression of support:*** Members express their support for the proposal as shared.

***Expression of concern or questions:*** Rather than taking a hard-and-fast negative position, members express their concerns, questions and the reasons for them. This allows room for proposals to be modified to meet the concerns. They might say "I would like to see the following addition or clarification made to the proposal."

***Reservations:*** After fulsome deliberation, one or more members may find a concern has not been satisfactorily addressed, but that they consider that concern minor. The member(s) would then indicate that they have reservations. They might say "I still have some unresolved concerns; I have reservations, but I can live with it."

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***Non-support or standing aside:*** This stance allows a member to be clear that they do not agree with or support the proposed decision, without leaving or blocking the group from proceeding. The member might say, "I personally don't support this, but I won't stop others from doing it."

***Blocking or withdrawing from the group:*** "I cannot support this or allow the group to support this. I perceive it to be in contradiction of our core values and/or unethical or immoral." Blocking should only be used very rarely without threatening the viability of the group. It should be a last resort.

Modified from a Practice & Guide to Consensus-Based Decision Making (Madden & Ontario, 2017); Facilitator's Guide to Participatory Decision Making (Community at Work, 2007)

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Appendix F: Application for New Affiliate Partner (Revised 4/25/22)

**Giant Sequoia Lands Coalition  
Application for New Affiliate Partner**

Name of Agency/Organization:

Please briefly describe the organizational mission:

Please briefly describe organizational interest in giant sequoia conservation:

Senior Point of Contact who will interface with Coalition leadership:

E-Mail:

Phone:

Please review the following assurance statements:

1. We have read the core tenets of the GSLC and agree that the tenets are in alignment with our organization's core values.
2. We have reviewed the GSLC charter and agree to abide by its guidelines and provisions.
3. We agree to contribute in a positive way to giant sequoia conservation through the coordinated efforts of the Coalition.
4. We understand that we can withdraw from the Coalition at any time through written notice.

Signed:

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Authorized Signature	Printed Name	Title	Date
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Appendix G: 2024 Coalition Focal Areas & Priority Actions

**Giant Sequoia Lands Coalition 2024 Focus Areas (final draft)**

Version: 4-29-24

*While partners shall make good faith efforts in completing agreed-upon tasks, nothing in the Focus Areas for Collaboration shall constitute binding commitments on any partner. All collective work would be aligned and consistent with member agencies internal guidelines, policies, and compliance requirements.*

*\* All tasks requiring funding will be assessed and prioritized by the Steering Committee and the Funding Strategy Working Group. Funding strategies for high priority items will be developed and pursued as feasible by the Funding Strategy WG.*

**FOCUS AREA A: INCREASE THE COALITION'S ORGANIZATIONAL EFFECTIVENESS**

Strategy/Tasks	Assigned		Coordination Required	Milestones	Resources/Capacities Needed		Leadership Review (SC Meeting)	Date Completed
	Lead	Key Contributors			Funding*	Resources		
<b>1. Continue to assess coordination capacity needs across the Coalition; identify (and fill as feasible) priorities &amp; gaps</b>	SRL	SRL & Selection/Success Committee	Branch Co-Chairs	a. Hire, orient and support a Partnership Coordinator for Coalition	YES	Fiscal sponsor, office space, Selection & Success Committee	8/6/2024	
	Interim Coordinator	Interim Partnership Coordinator with input from Selection Committee		b. Modify GSLC Coordination Capacity Table to include discreet roles SRL Fellows & Plumas Corps provide.				
	Interim Coordinator	Interim Partnership Coordinator (survey in June)		c. Map organizational capacities across the Coalition's members & affiliates; identifying where areas for collective contribution				
	Interim Coordinator	Co-Chairs, Steering Committee & Interim Partnership Coordinator	Branch Co-Chairs	d. Strategically match organizational and individual capacities to priority GSLC Branches, roles, needs and gaps.				
	SRL & Steering Committee	Funding & Strategy Working Group	Branch Co-Chairs	e. Develop funding needs and strategies for filling priority capacity gaps.	YES			
<b>2. Modify Charter to reflect the Coalition's evolution and needs.</b>	Interim Coordinator	Steering Committee, Strategic Advisor & Interim Partnership Coordinator	Branch Co-Chairs	a. Facilitate review & approval of modified language to include: updated mission, purpose, committee structure & descriptions; new vision, partnership principles, problem statement and fiscal sponsorship language, etc..			8/6/2024	
	Funding & Strategy Working Group	SRL, NGOs & Interim Coordinator; SC review/approvals		b. Facilitate review & approval of fiscal sponsorship language (edit 3/13 draft) involving key affiliate NGO leadership; integrate into modified Charter.				
	Interim Coordinator	Steering Committee & Interim Partnership Coordinator		c. Distribute modified Charter to members and affiliates for review and signature			8/6/2024	
<b>3. Identify coordination needs &amp; actions that require agreements among and between Coalition members and affiliates; prioritize and pursue agreements to address.</b>	SRL Fellow & Interim Coordinator	Steering Committee; SRL Fellow (Gavin); Interim Partnership Coordinator; Strategic Advisor	ACT & LEARN Co-Chairs June	a. Identify current and future cross-boundary conservation & stewardship needs and actions, including fiscal support.	YES		8/6/2024	
	SRL Fellow	SRL Fellow; Strategic Advisor	Members & Rally	b. Compile, review & catalogue existing agreements between members & affiliates that support current conservation & stewardship needs & actions. [Create library within the Grove].		Access to existing agreements		
	Steering Committee	Strategic Advisor; Interim Partnership Coordinator; Steering Committee	ACT & LEARN Co-Chairs	c. Identify and prioritize modifications or new agreements to support future needs and current gaps.			8/6/2024	
	Steering Committee	Steering Committee w/ key Members & Affiliates	Members & Affiliates	d. Develop priority agreements, to include any between the SRL (fiscal sponsor) and members.			10/23/2024	
<b>4. Align and increase the effectiveness of the Coalition's committee structure to focus on the collective needs and opportunities.</b>	Interim Coordinator	Interim Partnership Coordinator & Strategic Advisor	Branch Co-Chairs	a. Evaluate the current structure (3/13 draft) to determine if it best meets the Coalition's functions/priorities. Develop proposed modifications for review/discussion.			8/6/2024	

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FOCUS AREA A: INCREASE THE COALITION'S ORGANIZATIONAL EFFECTIVENESS								
Strategy/Tasks	Assigned		Coordination Required	Milestones	Resources/Capacities Needed		Leadership Review (SC Meeting)	Date Completed
	Lead	Key Contributors			Funding*	Resources		
	Interim Coordinator	Interim Partnership Coordinator & Strategic Advisor	Branch Co-Chairs	b. Finalize and facilitate the review and approval of the proposed structure.				
<b>5. Strengthen internal communications throughout the Coalition</b>	Interim Coordinator	Nicole Stivers & interim Partnership Coordinator.	Branch Co-Chairs	a. The Grove: Continue to utilize and improve the functionality for internal communications, to include calendar functions , posting of shared resources/files, forms to grant permissions to record/photograph at events, project summaries, etc..	YES	Upgrade Word Press Version to increase functionality		
	Nicole & Kyle	Nicole Stivers, Kyle Cooper (SRL) & Team Rally; Funding Strategy Working Group	Steering Committee & Funding Strategy WG	b. GSLC website: Identify the needs and timeline for refreshing the website content, to include assessing current and desired functionality.	YES	Design & Communications Consultants		
	TBD	TBD	Steering Committee	c. Update GSLC media kit.				
	Interim Coordinator	Team Rally with support from interim Partnership Coordinator	Branch Co-Chairs & Steering Committee	d. Create orientation and training materials for Coalition members.				
	TBD	Team Rally with support from interim Partnership Coordinator	TBD	e. Develop an internal messaging system for Coalition members (e.g. Slack, etc.)	YES			
	SRL Fellow - Gavin	Interim Partnership Coordinator, Nicole, SLR Fellow - Gavin	Branch Co-Chairs	f. Compile (or access) Team ACT project plan and field visits calendar for increased coordination.				
<b>6. Put together a "SEGI Rx Fire Strike Team" that can burn across jurisdictions (this is a high priority, but not something we expect to be up and running in the next year).</b>	Marianne Emmendorfer	Act Branch	Learn Branch & FMOs	a. Develop a draft proposal to include SEGI Rx Fire Strike Team's scope, infrastructure needs, oversight, and potential budget.		Personnel with necessary qualifications		
	Marianne Emmendorfer	ACT Co-Chairs with support from Interim Partnership Coordinator	Steering Committee	b. Facilitate discussion with Steering Committee and member FMOs on proposal, amend as necessary	YES	Personnel with necessary qualifications; Steering Committee, agency leadership support	8/6/2024	
	Funding & Strategy Working Group	Act Branch	Steering Committee	c. Explore potential funding and implementation strategies (including policy needs) for the SEGI Rx Fire Strike Team	YES	Personnel with necessary qualifications; Steering Committee, agency leadership support	9/24/2024	
<b>7. Plan and execute field tours to project sites in June and November to increase coordination and team-building across the coalition</b>	SRL Fellow - Gavin Williams	Dean Gould; Garrett Dickman; Danielle Thomas	Nicole Stivers & Rally Branch	a. Plan and execute field tours in June for Act/Learn group members to Nelder Grove, Yosemite and Case Mountain		Host agency tour guides; coordination by SRL		6/30/2024
	SRL Fellow - Gavin Williams	TBD	Nicole Stivers & Rally Branch	b. Plan and execute field tours (location TBD) for Act/Learn group members in Fall 2024		Host agency tour guides; coordination by SRL		11/30/2024
<b>8. Pursue funding for short-, medium-, and long-term Coalition needs.</b>	Funding & Strategy Working Group	Interim Partnership Coordinator; Strategic Advisor & Funding Strategy WG	Steering Committee	a. Prepare and facilitate approval of short- & medium-term Coalition budget and funding priorities.	YES	Dedicated funding; Funding & Strategy Working Group	8/6/2024	
	SRL	SRL, coordinating with affiliate NGOs	Steering Committee	b. Pursue funding for highest priority Coalition needs.	YES		Ongoing updates	43

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**FOCUS AREA B: IDENTIFY, DEVELOP & IMPLEMENT THREE COALITION RANGE-WIDE SCIENCE, STEWARDSHIP & ADAPTIVE MONITORING PRIORITIES**

Strategy/Tasks	Assigned		Coordination Required	Milestones	Resources/Capacities Needed		Leadership Review (SC Meeting)	Date Completed
	Lead	Key Contributors			Funding	Resources		
<b>1. Identify, plan, implement, and fundraise for at least one cross-boundary forest treatment project.</b>		Ben Blom, Gretchen Fitzgerald, Marianne Emmendorfer	Steering Committee & Funding Strategy WG	a. Implement the Alder Creek fuels reduction project (SRL & Sequoia National Forest)		Workforce; project oversight		11/30/2024
		Gretchen Fitzgerald, Marianne Emmendorfer; Angel Prieto, Jim Kral	Steering Committee & Funding Strategy WG	b. Plan & implement the Alder Creek Rx Project (Mountain Home Demonstration State Forest & Sequoia National Forest)		Workforce; project oversight; burn window		11/30/2024
		Jim Kral; Doreen Alvez	Steering Committee & Funding Strategy WG	e. Implement fuels reduction treatments across Mountain Home Demonstration State Forest and Balch Park		Workforce; project oversight		11/30/2024
	Garrett Dickman		Steering Committee & Funding Strategy WG	d. Implement Merced & Tuolumne Rx Burns (Yosemite National Park, Stanislaus & Sierra National Forests)		Workforce; project oversight; burn window		11/30/2024
		Ian Cummins; Marianne Emmendorfer	Steering Committee & Funding Strategy WG	c. Plan Peyrone & Red Hill Groves Inventory & Fuels Reduction Project (Tule River Indian Tribe & Sequoia National Forest)		Workforce; project oversight		
		Angel Prieto; Leif Mathiesen	Steering Committee & Funding Strategy WG	f. Plan cross-jurisdictional Rx burn in Grant Grove (SEKI and SQNF)		Workforce; project oversight		
<b>2. Complete the range-wide grove assessments dashboard &amp; identify prioritized management actions to protect high risk groves</b>	Act Co-Chairs	Act Branch & Members	LEARN Branch & Members	a. Share all treatment prescription, NEPA/CEQA documentation, and responses to common claims made by interested stakeholders (including litigants)			6/4/2024	
	Marianne Emmendorfer	Interim Coordinator, Hannah Savin & Nicole Stivers	Branch Co-Chairs	b. Identify a location (either through Grove or alternative internal site) for repository, to include file structure.			8/6/2024	
	Hannah Savin	LEARN & Act Branches & Interim Partnership Coordinator		a. Compile all existing SEGI data into dashboard. Determine what data should be collected & what standards should be followed, plus QA/QC			7/24/2024	
	Hannah Savin & Act Co-Chairs	ACT & LEARN Branch Co-Chairs		b. Develop range-wide survey specifications/protocols to ensure consistency with collection. Note: explore the possibility of adding a few specs onto monitoring crew work for this summer to jump start this effort.				In progress
	Hannah Savin	LEARN Branch, interim Partnership Coordinator.	Steering Committee & Members	c. Conduct several GLSC working sessions (May - Aug.) to develop an agreed upon prioritization methodology for groves, including - agreed on metrics/indicators for evaluation. Goal to finalize prioritization in winter 2025.			8/6/2024	
<b>3. Increase beetle monitoring, continue research, and test treatment strategies for infested trees.</b>	Hannah Savin & LEARN Co-Chairs	Ancient Forests with support from LEARN & ACT Teams & Hannah Savin.	Members	a. Develop & facilitate a Beetle Workshop (likely mid-May) for managers to learn about beetle treatments, monitoring methodologies, and tracking.	YES	Possible facility costs, facilitation & proceedings		
	Ancient Forests	Ancient Forests with support from LEARN & ACT Teams & Hannah Savin.	Rally Branch & Members	b. Continue beetle research and sharing learnings and practices from control techniques.				
	Funding Strategy Working Group	Team LEARN & ACT, with support from Ancient Forests.	Steering Committee & Members	c. Explore the feasibility of creating a beetle treatment fund to support additional beetle surveys and expeditiously treat new infestations.	YES		5/7/2024	

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FOCUS AREA B: IDENTIFY, DEVELOP & IMPLEMENT THREE COALITION RANGE-WIDE SCIENCE, STEWARDSHIP & ADAPTIVE MONITORING PRIORITIES								
Strategy/Tasks	Assigned		Coordination Required	Milestones	Resources/Capacities Needed		Leadership Review (SC Meeting)	Date Completed
	Lead	Key Contributors			Funding	Resources		
<b>4. Prepare, publish and promote a State of the Sequoias report</b>	Hannah Savin	Adrian Das & Kristen Weikel, plus others	Learn Branch	a. Consolidate and summarize the existing literature, research, reports and management summaries as the basis of a State of the Sequoias report.				
	Hannah Savin	Learn Branch Co-Leads & GSWG	Funding Strategy Working Group	b. Work with the GSWG to develop a plan for writing/creating the report and associated analyses.			10/23/2024	
	TBD	TDB	Rally Branch & Steering Committee	c. Prepare draft publication and facilitate peer review and feedback.	YES	Consultants: Technical writing support, copy editing & design		
	Hannah Savin	Learn & Rally Branches	Steering Committee & Members	d. Work with RALLY Team to develop publicly meaningful executive summary (see below under increase public support priority)	YES	Consultants: communications, copy editing & design		

FOCUS AREA C: STRENGTHEN TRIBAL RELATIONS & CO-STEWARDSHIP								
Strategy/Tasks	Assigned		Coordination Required	Milestones	Resources/Capacities Needed		Leadership Review (SC Meeting)	Date Completed
	Lead	Key Contributors			Funding	Resources		
<b>1. Conduct at least one tribally-led cultural burn outside of the Tule River Indian Reservation</b>	Act Co-Chairs	Ben Blom; William Garfield; Tule River Tribal Council	Act Branch & Members	a. Plan and implement a tribally-led cultural burn at Alder Creek		Tribal Council support and involvement		
	Act Co-Chairs	Ben Blom; William Garfield; Tule River Tribal Council	Act Branch & Members	b. Prepare a list of potential cultural burn projects that could be implemented in 2024-25		Tribal Council support and involvement		
<b>2. Coordinate opportunities for member-based and affiliate tribal liaisons to meet, share knowledge and practices, and coordinate work as appropriate.</b>	Interim Coordinator	Strategic Advisor & Tribal Liaisons	Members	a. Prepare a contact list (with brief background on their roles/geographic reach) of all of the tribal liaisons with the Coalition's members and affiliates.				
	Interim Coordinator	Strategic Advisor & Tribal Liaisons	Members	b. Host an introductory meeting with tribal liaisons, co-create agenda, to include which tribes each member/affiliate has relations with and current pathways of engagement.				
<b>3. Create forums and engagement (relationship-building) opportunities to understand broader tribal interest and meaningful participation in the Coalition</b>	Interim Coordinator	William Garfield, Tule River Tribal Council, Tribal Liaisons	Rally Branch, Members	a. Support the development of cultural messaging for the Coalition's work/projects (e.g. tribally-led messaging)				
				--- To be further determined pending the outcomes of the above ---				
<b>4. Explore opportunities for conducting/integrating research with tribal partners</b>	Learn Co-Chairs	LEARN Team, Tule River Indian Tribal Council, and other potential tribes.	Members	a. Include tribal partners in research and exploration.		Tribal Council support and involvement		
	Learn Co-Chairs	LEARN Team, Tule River Indian Tribal Council, and other potential tribes.	Members	b. Include Indigenous knowledge as valid, important knowledge for scientific inquiry and reporting.		Tribal Council support and involvement		
<b>5. Increase Coalition participation in tribal events and invitations to tribes to participate in Coalition events, including media opportunities</b>	Nicole Stivers	Interim Coordinator, William Garfield, Tribal Liaisons, Rally Branch	Members	a. Compile and communicate (through the Grove or other communications) tribal events where Coalition members and affiliates are invited to join.				
	Rally Co-Chairs	Rally Branch & Tribal Liaisons	Members	b. Extend invitations to tribal partners, plus incorporate in Coalition media events, to include co-creation of content/materials as appropriate.				
	Rally Co-Chairs	Interim Coordinator; Rally Branch		c. Explore meaningful ways to increase tribal attendance at Team Rally monthly meetings		Tribal Council support and involvement		

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FOCUS AREA D: INCREASE PUBLIC SUPPORT FOR STEWARDSHIP ACTIVITIES								
Strategy/Tasks	Assigned		Coordination Required	Milestones	Resources/Capacities Needed		Leadership Review (SC Meeting)	Date Completed
	Lead	Key Contributors			Funding	Resources		
<b>1. Develop a recommended suite of options and tools to provide Coalition-based support of individual member and affiliate projects as needed.</b>	SRL - Kyle Cooper (?)	Team Rally & interim Partnership Coordinator		a. Plan, design, complete and promote the Coalition's 2024 Annual Report.		Design & copy editing support, plus new release coordination from Save the Redwood's League		
	SRL (& Affiliates) PM	Team Rally, Funding Strategy Working Group	Branch Co-Chairs; Steering Committee	b. Develop communications strategies and tools (including a crisis response plan) for Coalition members and affiliates to respond to unplanned events (wildfires), events that don't go as planned and generate public concern, etc.	YES	Communications Consultant(s)		
	SRL (& Affiliates) PM	Team Rally, Funding Strategy Working Group	Branch Co-Chairs; Steering Committee	c. Prepare a scope of work and anticipated budget for the development of the communications strategies and tools referenced above for review and possible funding/fundraising.	YES	Communications Consultant(s)		
	Interim Coordinator & Rally Co-Chairs	Team Rally, Nicole Stivers & Learn/Act Branches	Steering Committee	d. Create, formalize and sustain a "champions list" of reputable internal & external spokespeople and resources by topic. Host on the Grove or other internal file system.				
<b>2. Host at least one Coalition-led event to share facts &amp; information about the Coalition's work</b>				a. Plan, coordinate, promote & host the 5/21 General Sherman Tree media event to highlight beetle research and monitoring				

## Appendix H: Coalition Brand Guidelines

The Coalition's Brand Guidelines Handbook (2023) can be found [here](#).

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### Appendix I: Coalition Guidelines for Press Releases & Special Events

#### Coalition Press Releases & Public Statements

**Purpose:** This SOP outlines the steps and required approvals needed to develop and distribute a press release and/or public statement on behalf of the Giant Sequoia Lands Coalition under either a partner-led effort or under the Coalition's brand.

**Context:** The Coalition aims to accelerate giant sequoia forest stewardship at a landscape scale in response to a changing climate. Coalition partners fulfill this by raising public awareness and support, and inspiring public investment. Coalition partners meet this need through their organization's work, and at times may make public statements or release information on behalf of the Coalition with the appropriate approvals. Similarly, the Coalition's Rally Branch meets this need at a Coalition-wide scale through facilitating media and public events, maintaining the Coalition's external website, and distributing resources, reports and key findings through press releases as prioritized in the Coalition's annual work plan.

**Definitions:** N/A

**Process (how to) & Approvals:** The following process should be undertaken when determining whether a Coalition partner, or the Coalition as a whole should issue public statements and/or prepare and distribute a press release on behalf of the Coalition. It includes key considerations, what should be included in the statement/release, what review process should be followed, and what approvals are required prior to the release.

As described in the Coalition's Charter, any Coalition partner (member or affiliate organization) can issue public statements on behalf of the Coalition or disperse non-publicly released documents, data, or other information created as a Coalition product (p.11).

If the statements or the content of the release are deemed (by a Rally Branch Co-Chair and a Coalition Co-Chair) as non-controversial general statements or consistent with approved Coalition messaging<sup>4</sup> AND are deemed not likely generate concern for another Coalition partner, these guidelines below do not apply and the partner can pursue as directed by their own organizational guidelines.

Similarly, if press releases just highlight or reference the Coalition, and incorporate existing language from pre-approved Coalition materials, then they are also exempt from the guidelines below.

For content that does not fall into the above, the proponent in coordination with the Coalition's Partnership Coordinator must follow these guidelines:

5. Ensure that any statements or materials do not conflict with [the core tenets](#), the work of individual partners or the Coalition's charter and purpose.

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<sup>4</sup> This includes messaging that has been distributed through the Coalition for internal/external use (e.g. mission, vision, etc.), messaging adapted from the external Giant Sequoia Lands Coalition's website, etc.

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6. Receive concurrence from the appropriate branch chair(s) (e.g., the branch where the project or work is initiated through) if the content involves the release of new information generated in partnership, or information that spans the giant sequoia range.
7. If the focus is on specific grove(s) or specific research and findings from a member or affiliate, receive concurrence from the applicable land manager(s) or principal investigator at the Steering Committee level.
8. Provide the draft press release or statement content to the Rally Co-Chairs and Partnership Coordinator to distribute to the Rally Branch members for their review and edits within 5 business days<sup>5</sup>.
9. Upon completion of the steps above, provide a brief written summary (including the receipt of required individual partner(s)' review and approvals, partner/individual approvals for included quotes, brief assessment of potential for controversy, and release timing, distribution, etc.) to the Coalition and Rally Co-Chairs with a request for approval to release. If the Co-Chairs determine that all requirements are met, there is negligible risk of controversy, and neither regional/State nor Washington level review required, approval shall be provided within 5 business days. If the request is not approved, the Co-Chairs shall provide recommendations for modifications or rationale for not releasing under the Coalition brand.

\*Any press releases or public statements under the Coalition's name that may generate controversy should be distributed by the Partnership Coordinator to the member organizations for a review period of no less than 5-days before release, to allow for discussion, editing and, when necessary, a decision vote on the Coalition position. Refer to the Coalition's Charter - "Making Decisions as a Group" section for guidance on potentially controversial white papers, editorials, or similar written materials.

10. Prior to release, identify Coalition member and affiliate spokespeople, pending the content, availability, and ability to speak on behalf of the Coalition. As footnoted above, agency and Tribal quotes may require up to 14 business days for higher level review.
11. Coordinate the release timing and distribution with the Rally Branch, to include providing Branch members with an embargoed copy of the press release or statement content prior to release.

**Style Guide & Documentation:** The final approved public statement and/or press release and associated materials must be copy edited prior to release and should be filed in the Rally Branch files in the Grove. If the release is on behalf of the Coalition, it must be consistent with these [brand and style guidelines](#). Filing will follow a standard naming nomenclature (date, press release number, who is named as the lead (2024.08.28 GSLC Press Release 01 or 2024.08.28 BLM Press Release 01). The release and subsequent media linked to the release should be provided to external web coordinator for posting on the Coalition's external website.

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<sup>5</sup> Note, this may be amended if the release is timely and requires expediting approvals. This would be facilitated through the support of the Partnership Coordinator. Also, approvals may require more time if there are partner quotes requiring a higher level of review (e.g. federal agencies requiring regional or Washington level review (typically less than 14 days), Tribal Council review (typically 14 days or less pending availability and content, etc.)

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### References:

- [GSLC Brand Guidelines](#)

**Approval and Revision History:** Provide a brief written summary outlining who approved the content and releases, and any incorporated changes incorporated received during the process that led to the final content.

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### Coalition Special Events

**Purpose:** This SOP provides guidance and outlines the steps and required approvals needed to successfully coordinate a special event on behalf of the Giant Sequoia Lands Coalition (Coalition) under the Coalition’s brand.

**Context:** The Coalition aims to accelerate giant sequoia forest stewardship at a landscape scale in response to a changing climate. Coalition partners fulfill this by raising public awareness and support, demonstrating concepts and stewardship activities consistent with the Coalition’s core tenets, illustrating science and research needs and findings, and inspiring public investment, etc. Coalition partners meet this need through their organization’s work and by coordinating events or activities on behalf of the Coalition.

**Definitions:** N/A

**Process (how to) & Approvals:** The following process should be undertaken when coordinating an event<sup>6</sup> on behalf of the Coalition under the Coalition’s brand.

12. Work jointly with the Partnership Coordinator to ensure that the event purpose, content and desired outcomes do not conflict with the Coalition’s [core tenets](#), the work of individual partners or the Coalition’s charter and purpose.
13. Receive concurrence from the appropriate branch chair(s) (e.g., the branch where the project or work is initiated through) and the Coalition Co-Chairs to initiate the design and development of the event under the Coalition’s brand.
  - a. Co-Chairs should determine whether the event will require any tribal council, regional or national approvals<sup>7</sup>. These approvals may extend to press releases, communications, messaging, and agency staff participation, and would be coordinated through the agency(ies) public information officers.
14. If the focus is on specific grove(s) or specific research and findings from a member or affiliate, receive concurrence from the applicable land manager(s) or principal investigator at the Steering Committee level.
15. Establish a small event planning team to include representatives from the agency(ies)/organization(s) where the event is being held, including: the Partnership Coordinator, a Rally Branch member, a partner who has content expertise, and other staff who are identified as essential. *[Note: this is optional, but recommended]*
16. Upon completion of the steps above, work jointly with the Partnership Coordinator and other identified support team members to:

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<sup>6</sup> This applies to events and activities that are conceived to meet one or more of the purposes described above, and for events that originate from partners and are adopted as Coalition events.

<sup>7</sup> Note, this may be amended if the release is timely and requires expediting approvals. This would be facilitated through the support of the Partnership Coordinator. Also, approvals may require more time if there are partner quotes requiring a higher level of review (e.g., federal agencies requiring regional or Washington level review (typically less than 14 days), Tribal Council review (typically 14 days or less pending availability and content, etc.)

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- a. Prepare an event planning guide for Coalition partners. This [planning guide](#) provides a template that can be modified based on the event needs. In addition to the content listed with the sample planning guide, the following should also be included:
  - i. Roles for participating partners beyond the key speaking roles (e.g., material distribution, public awareness & education, etc.).
  - ii. Guidance on material content and design (e.g., Coalition branded – see below – or co-branded with partner branding). If the Co-Chairs determine that all requirements are met, there is negligible risk of controversy, and neither regional/State nor Washington level review required, approval shall be provided within 5 business days. If the request is not approved, the Co-Chairs shall provide recommendations for modifications or rationale for not hosting the event under the Coalition brand.
- b. Provide initial outreach communications to Coalition partners within 30 days if feasible, otherwise as soon as timing allows to notify them about the event, request representation and discuss roles and communications through their networks (pending the type of event and communications needs). It is recommended that the final Coalition partner planning guide, event agenda and associated logistics be shared with Coalition partners no less than 5 days prior to the event.
- c. Provide continued communications to Coalition partners with draft planning materials, logistics and media strategies.
- d. Schedule and host a pre-event planning and logistics meeting for attending partners at minimum 5 days prior to the event (as feasible).

**Use of the Coalition’s Brand, Logos & Materials:**

As described in the Coalition’s charter, logos, slogans, graphics, or other marketing/branding items developed for the Coalition may be used by any Coalition member or affiliate for promotional purposes within the following parameters:

- Follow the Coalition’s [Brand Guidelines](#)
- ✓ Align with the Coalition’s core tenets and any other provision within the charter.
- ✓ Consistent with approved Coalition messaging<sup>8</sup>

**Event Communications**

Communications planning should focus both internally (within the Coalition partners and their respective staff) and externally (targeted audience, media, general public, etc.). The Partnership Coordinator shall serve as the conduit with the larger Coalition, providing event details and helping coordinate planning and communications meetings as appropriate. [This Communications Plan](#) provides a template for what to prepare for the event beyond the planning guide referenced above. It includes

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<sup>8</sup> This includes messaging that has been distributed through the Coalition for internal/external use (e.g., mission, vision, etc.), messaging adapted from the external Giant Sequoia Lands Coalition’s website, etc.

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frequently asked questions, internal background information, key and supporting messages, Coalition partner roles, additional information, contact information, etc.

Coalition approved messaging should be used if appropriate. If new messaging is needed, work with the Rally Branch to prepare messaging specific to the event's themes and purpose. Distribute the event communications plan, including messaging for Rally Branch approval no less than 14 days prior to the event (as feasible) and distribute to the partners no less than 7 days prior to the event.

### **Event Outreach & Media**

Refer to and follow guidance in [Coalition Standard Operating Procedure #1: Coalition Press Releases & Public Statements](#). Additionally, prepare an event media planning guide ([here](#) is a sample media planning guide) for Rally Branch approval no less than 14 days prior to the event (as feasible), and distribute with the event planning guide to partners prior to the event. The Rally Branch Co-Chairs will determine who should release and track media participation and subsequent post event coverage.

As noted in the referenced SOP #1, time should be allocated to allow for any necessary Tribal, regional, or national approvals.

### **Event Signage & Materials**

For Coalition focused or sponsored events, the signage and materials should be branded following the Coalition's brand guidelines. This includes directional, educational, and event logistics signage. Where feasible, QR codes should be included on signs to link to the event materials or information about the Coalition and its partners. The Rally Branch will collaborate with the Partnership Coordinator to determine who will design and print signs.

Sign numbers, type and locations will be determined by the hosting partner(s) in a signage plan ([here](#) is an example template) based upon their guidelines and knowledge of the event location and any associated requirements (parking, accessibility, etc.).

Pending the event location, purpose and audience, the Rally Branch will identify event material needs, using existing materials (e.g., Coalition 1-page mission/purpose statement, etc.) where feasible. Event-specific materials will use the Coalition's brand. The Rally Branch will also provide guidance on what partner materials could be distributed or referenced during the event based upon the event's purpose.

### **Event Safety Plan**

This [Safety Plan](#) provides a guide for what should be considered by the Coalition's hosting partner. It includes an analysis or potential hazards, an assessment of risk, and considerations and actions to reduce those. It also includes an emergency action plan.

### **Event After Action Meeting & Learnings**

Following the event, the Rally Branch and planning team should conduct a brief after action review, with the goal of integrating learnings into future Coalition events. Here is [a template](#) and guidance for conducting a review.

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**Style Guide & Documentation:** Filing will follow a standard naming nomenclature (date, event/activity name (e.g., 2024.08.30 Alder Creek Cultural Burn). A specific folder should be created using that nomenclature, with final copies of pertinent documents, materials and images included.

**Approval and Revision History:** Provide a brief written summary outlining who approved the content and releases, and any incorporated changes incorporated received during the process that led to the final content.

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