

**CHARTER
for the
Demonstration Laboratory at Land Between The Lakes**

August 4, 2005

The following charter was developed as directed by the Regional Forester's letter dated January 26, 2005. It establishes guidelines for the operation of the Demonstration Laboratory at Land Between The Lakes National Recreation Area (LBL NRA) and its attending Management Board. This document also displays the expected outcomes, success factors to be employed, at least initially, along with processes to be developed for oversight, approvals, and management of the demonstration function.

**Establishment of the Demonstration Laboratory at Land Between The Lakes
National Recreation Area**

The Land Between The Lakes was created in 1963, by executive order of President Kennedy. As part of its overall mission, demonstration and innovation were clearly described as key purposes for its creation. Its creation called for the Tennessee Valley Authority (TVA) to "demonstrate how a land of limited resources could serve as a model" to other parts of the country. In 1998, in the LBL Protection Act, Congress used many of the same words to articulate a similar vision. The LBL Protection Act specifically calls for LBL to "...authorize, research, test, and demonstrate innovation programs and cost-effective management of the Recreation Area," and to "...extend the beneficial results as widely as practicable."

In 1999, under the provisions of the LBL Protection Act, the Forest Service (FS) became the managing agency for LBL. In May of 2000, as part of the transition to the Forest Service, then Chief Dombeck and Regional Forester Estill declared formally that LBL was a National Demonstration Laboratory of the Forest Service and set forward key expectations for the area. During the period of 2000 through 2005, units throughout the country have been provided services from LBL. Priorities and resources were assigned by the LBL Area Supervisor. During the LBL General Management Review in 2004, the need to develop clearer roles for demonstration, including oversight and approvals, was identified by LBL to the team, and included in the final report.

**Clarification of the Demonstration Laboratory at Land Between The Lakes
National Recreation Area**

In April of 2005, a charter development group commissioned by the Regional Forester of the Southern Region met and established a charter to replace this original laboratory designation. The Demonstration Laboratory at LBL is a formal designation of the Regional Forester, and will be provided oversight by the creation of a Board of Directors described below. The Lab will operate as one of the service departments within the overall Land Between The Lakes NRA organization. No other staff areas of LBL are covered by this charter. Two graphics describing visually how the Laboratory will function are included in the appendices. A key philosophy

developed by the group is that the Demonstration Lab at LBL will not undertake a role similar to that of either a Regional Office or the Washington Office, but will have "a stable foundation with the RO and WO to support Field Units."

Organizational Guidelines

The Demonstration Laboratory Board of Directors (hereinafter called, the Board) will consist of at least nine members representing the following customer segments:

- Field Unit Supervisor's Office
- Field Unit Ranger District
- Southern Region Regional Office (Recreation, Wilderness and Heritage Resources)
- Southern Region Regional Office (Other than RWHR)
- Regional Office (other than R8)
- Washington Office
- LBL Area Supervisor
- State and Private Forestry
- Forest Service Research and Development

The Board members will be nominated by the LBL Area Supervisor and approved by the Regional Forester. The LBL Area Supervisor will seek selections that represent the diversity of society. The Board will be comprised of people of a variety of backgrounds, including age, race, sex, ethnicity, professional background, experiences, and interests.

The primary role of the Board is to provide oversight to the Laboratory. This will be accomplished by prioritizing the use of available assets and experience of the Lab to provide quality demonstration services based on customer needs, while ensuring that the Lab is aligned with regional and national objectives and providing helpful advice to management. The Board will review and advise on overall laboratory management and related fiscal matters. Further, the Board will aid marketing the Lab and ensure that accomplishments are reported and being exported for potential technology transfer that benefit the agency and other organizations.

An Executive Committee comprised of Board members will include the Chair of the Board, LBL Area Supervisor, one Region 8 representative. The Executive Committee is expected to provide more routine and timely approvals and guidance to the Laboratory within the framework outlined by the Board, provide rapid policy analysis while serving as an interface to the full Board, and be a smaller more nimble coordination body for the Lab to rely upon.

Financing for the Demonstration Laboratory at LBL

The "basic" demonstration function is considered to be within the charter and funds allocation of LBL. The Demonstration Laboratory Manager and an "on-demand" amount ("average" of 5%) of each LBL employee's time is dedicated to the Demonstration Lab at LBL, and is funded with existing LBL resources.

It is recognized that some projects may be supported within the capacity of these dedicated resources, while other projects will be of greater scope and may require additional resources

from outside LBL. These additional resources may be funds and/or personnel (or contracted services), and could come from other Forests, other Federal Agencies, State Agencies, City/Country governments, professional organizations, and/or civic/special interest groups. The Board may in fact, consider requesting additional personnel from the Regional Forester, dedicated to the Lab as "in-kind" resources for a particular time period to augment the existing staff, accomplish critical priorities of the Lab and for personnel development.

Non-FS organizations (and possibly even some FS organizations) may have the resources to fund fee-based demonstration support. If such an organization is willing to pay all or a significant portion of the associated cost of a project, that would be a factor for the Executive Committee and the Board to consider.

Project customers could commit to a specified level of support (funds and/or personnel) to be dedicated to support demonstration initiatives recommended and prioritized by the Executive Committee and the Board of Directors and approved by the Regional Forester.

Within the constraints provided by law, a small amount of funding might be available from the LBL Trust Fund. The interest generated from the LBL Trust Fund can be made available for either "non-operational" Environmental Education and/or stimulation of geographically regional economic development, though only at LBL. Therefore, if demonstration projects recommended by the Executive Committee and Board of Directors and approved by the Regional Forester are uniquely specific to "non-operational" Environmental Education or to stimulate the economic development within the geographical region of LBL, then the LBL Trust Fund may be an option to consider.

Additional funding within existing Forest Service appropriations or presentation by the agency for consideration by Congress is a step that has not been recommended for worthwhile demonstration projects, but may be an option for your consideration.

Products and Services of the Demonstration Laboratory

The legal basis for designation of a Demonstration Laboratory at LBL can be found in the LBL Protection Act of 1998. Using the following definitions, Demonstration Laboratory at The Land Between The Lakes will continue to produce the following products and services:

A. The Act states the principal areas of LBL's demonstration role in the Purposes Section (Sec. 503) are:

"To authorize, research, test, and demonstrate innovative and cost effective programs and cost effective management of the Recreation Area" and "...extend the benefits as widely as practicable."

B. Several program areas of management innovation and demonstration emphasis are also included in the Establishment Section (Sec. 511) of the Act:

- Recreation
- Environmental education
- Wildlife
- Hunting/fishing

- Biodiversity
- Resource conservation

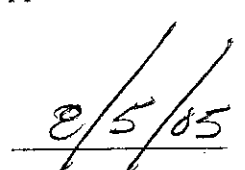
The Demonstration Lab at LBL would utilize these companion sections as an initial list of innovation areas for focus of Lab services. The Lab would also begin to establish and use improved customer information to enable the Lab to refine its services and work in other areas of innovation, subject to review and approval of the Board.

The Lab will initially focus on customer needs and benefits for Forest Service field units. Expansion to other levels of the organization will be evaluated after two years. Preference will be given to the needs of the Region 8 and the use of its units in the fulfillment of LBL's demonstration role for the agency.

Approval of the Demonstration Laboratory at Land Between The Lakes NRA

This Charter and Operational Guidance are hereby approved:

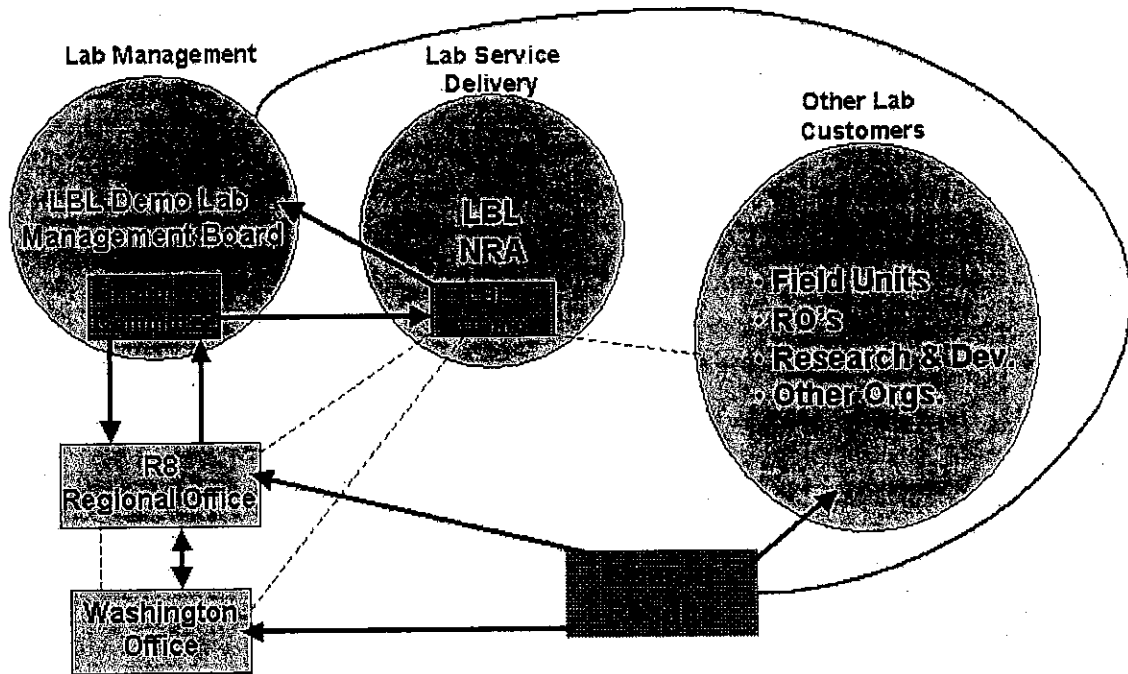

R. Gary Pierson
Acting Regional Forester, Southern Region


Date

Appendix A

LBL Demo Lab Management Board Oversight & Delivery Structure

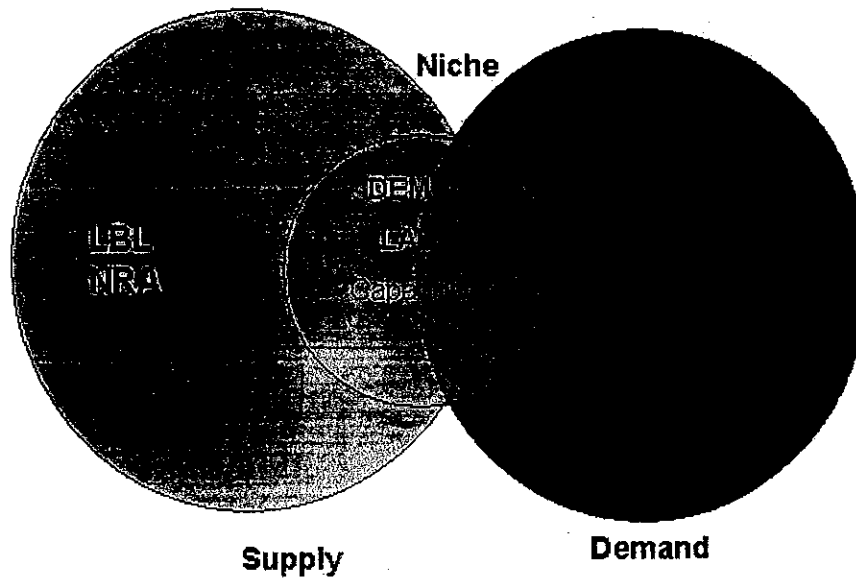
"A stable foundation with Washington Office and Regional Office to support Field Units"



This chart depicts the working relationships, oversight and general communication that will occur between the customers, Lab, Management Board, RF and WO.

Appendix B

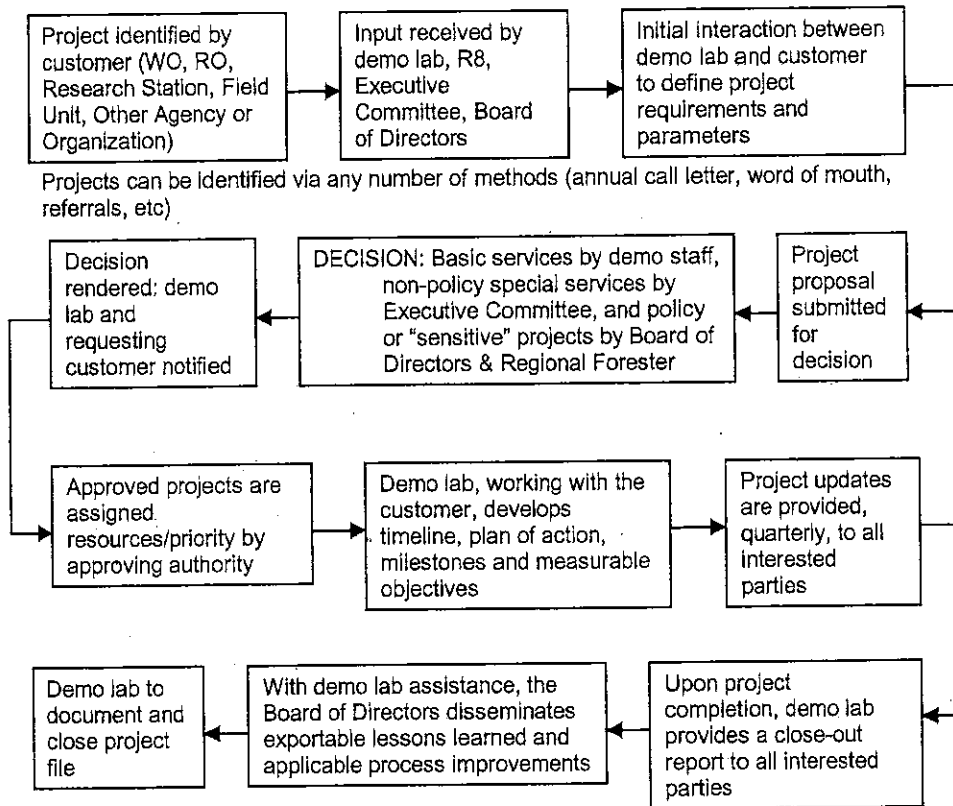
“Demonstration Laboratory at LBL” Niche



The hatched area indicates the area within which the demo lab will function, and the Board of Directors will provide oversight. Those elements of capability that are unused remain at the NRA as part of overall management and functions.

Appendix C

PROJECT FLOW



Appendix D – Roles

The Demonstration Laboratory at Land Between The Lakes will:

- Identify and analyze overall Laboratory customer needs.
- Identify to the Board of Directors resources available to meet these needs.
- Develop specific project budget and resource estimates for submission to the Board of Directors.
- Manage the Lab's budget and available resources to accomplish annual objectives.
- Function as a department within LBL, supervised by the Area Supervisor, with oversight from the Board of Directors.
- Submit its work plans and accomplishments to the Board of Directors at least annually, but preferably semiannually.
- Maintain a list of resource experts.
- Refer customers to appropriate sources of expertise.
- Conduct periodic reviews of program efforts with its customers.
- Work collaboratively to develop and maintain expertise.
- Work with cooperators to leverage funding to accomplish Lab objectives.
- Maintain and upgrade the Lab website.
- Continue current technology transfer and technical assistance efforts of the Lab.
- Cooperate with each level and deputy chief area of the Forest Service to ensure the accrual of maximum benefits to the agency.

In addition, the following guidance is provided, though may be updated without charter change, by approval of the Board:

1. The general monitoring and evaluation system for the Demo Lab will be managed under the guidelines of the Performance Accountability System (PAS) with performance measure established to monitor and evaluate results and outcomes relative to Forest Service strategic objectives
2. The Demo Lab will operate a customer information system, which will help monitor and evaluate current and potential customer demand, customer satisfaction, and the impacts of customer service. Monitoring and evaluation efforts will also gauge the value added to the Forest Service including the economic impacts of services provided to Demo Lab customers.
3. The Demo Lab will offer periodic service updates and produce an annual report. The Lab will also monitor the long-term impacts of customer services to establish the long-term values of Lab services. The LBL Demo Lab Board of Directors should consider periodic program audits to retain Lab credibility within the agency.

The Board of Directors will:

- Review annual work plans and accomplishments.
- Solicit and prioritize project requests.
- Ensure that regional and national objectives and Lab success factors are being met.
- Ensure the Lab is providing helpful advice to Forest Service management.
- Ensure that the Demonstration Laboratory accomplishments are reported and being exported to the Regional Forester, those that have requested services and potential customers.
- Serve as an advisory group to the Regional Forester.
- Meet at least annually, and as needed.
- Review and advise on fiscal matters associated with the Lab.
- Serve as advocates for the Lab and advisors to the Area Supervisor.
- Use the assets and experience of LBL to develop demonstration products.
- Elect a chair to provide leadership.
- Serve three-year terms. During the first three years of the Board, terms will be staggered for one, two, and three years so that about a third of the members will be replaced each year.

The Executive Committee of the Board of Directors will:

- Work within the policies and framework provided by the Board.
- Provide the speed and efficiency needed to be responsive to time-sensitive customer demand.
- Interact frequently enough to maintain Lab efficiency.
- Provide frequent updates to the Board.
- Provide rapid policy analysis assessments.

Appendix E – Operational Guidance

Demonstration Laboratory at LBL – Key Success Factors

Demo Lab Services:

- Help their customers do their job better, find solutions, are cost effective and cheaper than contracting the service.
- Are usable and practicable solutions (not “pie in sky”).
- Are aligned with national and regional priorities/issues.
- Produce results and benefits that are shared widely for continued benefit.
- Are based on a knowledge base that allows decision making based on customers demands.
- Are communicated to customers, allowing them to know what LBL offers and can do to help.
- Nurture a creative and innovative environment within the agency and promotes pride and enthusiasm.
- Use processes and priorities that are open, transparent, and democratic

Marketing of the Lab

To ascertain the needs of the customers, satisfy those needs, and make all potential customers/users aware of the results, marketing of demonstration products and services must be multi-faceted. It is expected that all LBL employees, all R8 employees, and members of the Board will actively market demonstration initiatives and results.

“E-Marketing” products and services will be the primary mode of customer communication and will be available to all potential customers/users via a web-based program, under the LBL Marketing Plan.

A thorough Business Plan for LBL’s Demonstration Lab (as a sub-set of the overall NRA Business Plan) will be developed by LBL and approved by the Board.

Widely sharing the accomplishments and results of the demonstration initiatives will also serve as a method of sparking interest, promoting the development of ideas, and therefore create additional customer demand.