

Lake Champlain Basin Program Guiding Principles for Program Management

Approved: June 16, 2017

Updates Approved by the Lake Champlain Steering Committee, April 10, 2019:

1. Removed “non-governmental” qualifier for appointment of Chairs of advisory committees. First Sentence of “Funding and Oversight of LCBP”, Page 3.
2. Added “Steering Committee will carefully consider individuals for chair positions to ensure impartial representation.” To section relating to the Steering Committee Charge, subsection N. Page 14.
3. Updated the formal organization name of the Quebec Ministry of Environment and the Fight Against Climate Change (MELCC). Multiple locations throughout the document.

Updates Approved by the Lake Champlain Steering Committee, December 12, 2019:

4. Local Government representatives from municipalities in New York and Vermont may now be appointed by the jurisdictional chair. Quebec local government representatives are appointed by the Premier. Page 10.

These guiding principles are intended to provide a framework for the proper and effective management of the Lake Champlain Basin Program (LCBP) and the Champlain Valley National Heritage Partnership (CVNHP). This document includes provisions relating to creation and development of the Program. In addition, this document addresses the roles and responsibilities of the Steering Committee and its Executive Committee, as well as several standing advisory committees, including the Technical, Education & Outreach, Heritage Area Program, and Citizen Advisory Committees. This document also outlines the roles of the Host Entity, the Program Director, and the staff of the Lake Champlain Basin Program and the Champlain Valley National Heritage Partnership. These guiding principles shall be adopted and periodically revised by the Steering Committee as needed and shall be reexamined in 2022 and every five years thereafter, unless deemed appropriate earlier. For purposes of this document, the Host Entity is the New England Interstate Water Pollution Control Commission (NEIWPC).

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Creation of the Lake Champlain Basin Program

On November 5, 1990, the **Lake Champlain Special Designation Act** was signed into law under [Section 120 of the Clean Water Act](#). Sponsored by Senators Leahy and Jeffords from Vermont and Senators Moynihan and D'Amato from New York, this legislation designated Lake Champlain as a resource of national significance. The legislation authorized the assembly of the Lake Champlain Management Conference, a group organized and chaired by U.S. EPA Region I, and made up of federal, state, and local designees with expertise in various technical and policy areas. The goal was to bring together people with diverse interests in the Lake and to create a comprehensive plan for protecting the future of Lake Champlain and its surrounding watershed. The Act specifically required examination of water quality, fisheries, wildlife, recreational, and economic issues. The challenge has been both to identify particular problems requiring management action and to chart an integrated plan for the future of the Lake Champlain Basin. To address this challenge, the Special Designation Act established the Lake Champlain Basin Program and authorized funding support from the EPA to the States of Vermont and New York and the New England Interstate Water Pollution Control Commission (NEIWPCC) to implement that Lake Champlain Basin Program (LCBP).

The Lake Champlain Management Conference undertook a five-year program of resource evaluation and management plan development, culminating in the 1996 comprehensive management plan Opportunities for Action (OFA). The Lake Champlain Management Conference decided to assign oversight of the implementation work of the LCBP to the Lake Champlain Steering Committee, and identified the membership of the new Committee in the 1996 management plan.

Funding and Oversight of the LCBP

The Lake Champlain Steering Committee is comprised of a broad spectrum of representatives of government agencies with a stake in the basin and the non-governmental chairs of advisory groups representing citizen Lake users, scientists, and educators. The Lake Champlain Special Designation Act was reauthorized in 2002, with the **Daniel Patrick Moynihan Lake Champlain Basin Program Act** authorizing expenditures of up to \$11 million in EPA funds per year to accomplish this goal [www.lcbp.org/PDFs/H.R.1070_LCBPAuthorization_2002.pdf]. Recent annual appropriations have averaged a little over \$4 million, which support numerous LCBP programs and Lake Champlain Steering Committee priorities each fiscal year. In addition, the LCBP receives annual appropriations via the Great Lakes Fishery Commission (GLFC) and the National Park Service (NPS).

The Great Lakes Fishery Commission was established by the 1954 Convention on Great Lakes Fisheries to encourage cross-border collaborative management efforts to restore the fisheries of the Great Lakes, particularly for management of sea lamprey. The recognition of sea lamprey as a nuisance species in Lake Champlain opened an avenue for funding through the GLFC to support fisheries and water quality restoration work in Lake Champlain. The GLFC, the LCBP, and the U.S. Fish & Wildlife Service (USFWS) entered into a Memorandum of Understanding (MOU) on Native Species and Habitat Restoration and Water Quality Improvements in 2010. Approximately \$3 million is currently appropriated via the GLFC toward Lake Champlain work annually, a reflection of Senator Leahy's commitment to improving the Lake Champlain ecosystem. Roughly one-third of this appropriation is available to LCBP to support watershed restoration work in Lake Champlain, with the balance directed toward sea lamprey management, fisheries research, and other habitat restoration work conducted by the US Fish and Wildlife Service and fisheries research at the University of Vermont.

The Champlain Valley National Heritage Partnership (CVNHP) was established in 2006 as a part of the National Heritage Area (NHA) programs to recognize the importance of the historical, cultural, and recreational resources of the region and to assist efforts to preserve, protect, and interpret those resources. The Lake Champlain Basin Program (LCBP) is the managing entity of the CVNHP. The LCBP coordinates its work with its official liaison to the National Park Service (NPS), the Marsh-Billings-Rockefeller National Historical Park (MBRNHP) located in Woodstock, Vermont. The purpose of the NHA also is to enhance the quality of the tourism economy and to encourage working partnerships among state, provincial, and local governments and non-profit organizations in New York, Québec, and Vermont. As a NHA with an approved management plan, the Champlain Valley National Heritage Partnership (CVNHP) is authorized to receive up to \$1 million annually, and is typically appropriated \$300,000 from the National Park Service (NPS). The funds are allocated annually from the U.S. Department of Interior budget, which is determined by the U.S. Congress.

During the past two decades, the LCBP has sponsored a great variety of research, monitoring, and grants to regional organizations to promote water quality programs and install projects to improve water quality. LCBP has provided more than \$7 million to support over 1,000 small grants awarded to more than 600 local recipients to reduce pollution in the Lake, educate and involve the public, and gather and share information about Lake issues. The LCBP also has funded education, planning, demonstration, control, research, and monitoring projects to restore and protect water quality and the diverse natural and cultural resources of the Lake Champlain Basin.

As a partnership of provincial, state, interstate, and US federal agencies, the Lake Champlain Basin Program (LCBP) brings cross-boundary and multidisciplinary leadership experience to coordinating and implementing the plan. The LCBP works cooperatively with many partners to protect and enhance the environmental integrity and the social, cultural, and economic benefits of the Lake Champlain Basin. Lake Champlain Steering Committee membership from New York, Québec, and Vermont reflects each jurisdiction's commitment to the 2015 *Memorandum of Understanding on Environmental Cooperation on the Management of Lake Champlain among The State of New York, The State of Vermont and the Government of Québec*. It is this MOU that also describes the role, goals, and eligible membership of the Lake Champlain Steering Committee. US federal agency participation in the Lake Champlain Steering Committee, as described in the 2015 MOU, reflects the federal commitments established in the *Special Designation Act of 1990* and the *Daniel Patrick Moynihan Lake Champlain Basin Program Act of 2002*, which have enabled substantial US federal funds to be appropriated to support the work of the LCBP. These funds are made available to the LCBP to support operations and tasks that are consistent with the federal authorizations.

In 1996, the Lake Champlain Basin Program adopted the first *Opportunities for Action: An evolving plan for the Lake Champlain basin*. The plan was the result of six years of work by more than 100 partners representing US federal, New York and Vermont state government, Quebec provincial government, local municipalities, academic institutions, and numerous watershed organizations. OFA has subsequently been updated in 2003, 2010, and in 2017. The 2017 update of OFA reflects four core goals: clean water, healthy ecosystems, thriving communities, and an informed and involved public.

In 1992, the Lake Champlain Management Conference selected the New England Interstate Water Pollution Control Commission (NEIWPCC) to host the newly formed LCBP. See Section 6, The Host Entity for more. The role of NEIWPCC was further codified in the Great Lakes and Lake Champlain Act of 2002 (Clean Water Act §120), in which NEIWPCC was named alongside the States of Vermont and New York as an entity authorized to receive support from the U.S. EPA to implement the LCBP.

Mission and Vision of the Lake Champlain Basin Program

The mission of the LCBP is to coordinate and support efforts that benefit the Lake Champlain Basin's water quality, fisheries, wetlands, wildlife, recreation, and cultural resources by working in partnership with government agencies from New York, Vermont, and Québec, private organizations, local communities, and individual stakeholders.

These efforts are guided by OFA. The Lake Champlain Steering Committee and LCBP staff work with program partners, advisory committees, and local communities to implement this plan through a variety of federal, state, and local funds.

The Lake Champlain Steering Committee has identified key functions that must be accomplished to successfully implement the plan. These functions include the following:

COORDINATE PROGRAMS AND IMPLEMENTATION ACTIVITIES

Coordination among government agencies, regional and local governments, the public and private sectors, nonprofit organizations, residents, and visitors is critical to successful implementation of the plan. Coordination involves facilitating data management and information exchange, resource and data sharing, and improving efficiency among key partners while not duplicating programs or creating new layers of bureaucracy.

INFORM AND INVOLVE THE PUBLIC

Public information and involvement efforts are required for successful implementation of the plan. A public that understands the Basin's water quality and resource management issues can make informed choices about the long-term protection and restoration of the Lake. A commitment to lifelong education about Basin resources is needed to facilitate this process. Furthermore, involving the public in planning and implementation increases both the sphere of responsibility for action and support for recommended actions.

SUPPORT LOCAL LEVEL IMPLEMENTATION

Implementation at the local level is the cornerstone of successful plan implementation. Addressing pollution problems at the local level is important because those most affected by an issue are often best able to address that issue. Many communities have existing resources and organizations to help implement programs, but may lack technical expertise, adequate funding, or access to additional human and financial resources. Building local capacity for plan implementation requires strengthening technical assistance to community groups and may require additional financial support for local programs.

MEASURE AND MONITOR SUCCESS RELATIVE TO PLAN BENCHMARKS

A critical component of watershed planning is monitoring, which must accomplish two roles. First, it must be a source of information regarding the health of the Lake and Basin. Management capacity hinges on the availability and reliability of comprehensive monitoring of key ecosystem indicators. Second, monitoring must measure the success of management programs and ensure accountability to the public. Monitoring can help determine progress toward goals and whether or not priorities need to be adjusted.

CREATE LINKS WITH LEGISLATIVE BODIES

Successful plan implementation depends greatly on the ability to gain political support for recommended actions. A framework is needed to communicate needs and recommend actions concerning the Lake to legislative bodies who formulate federal, state, and local laws and appropriate funds to various programs.

CREATE LINKS WITH INTEREST GROUPS

Implementation of the recommended actions in the plan depends greatly on continued support from numerous individuals and groups. Decisions concerning the management of the resources in the Lake Champlain Basin should be made through a consensus-based, collaborative process that encourages the expression and understanding of diverse viewpoints. This process helps integrate economic and environmental goals into plan implementation and ensures that a focus on implementation at the local level is maintained.

CONDUCT RESEARCH

The plan identifies several areas in which research is needed. Research has been an important component of preparing and updating the plan and will continue to provide critical information as implementation evolves. Improved knowledge of the physical, chemical, biological, and social characteristics of the Lake and Basin will help resource managers make effective policy and management decisions in the future.

SECURE AND DIRECT FUNDING

The cost of implementing the plan is high, though not as high as the potential costs of failing to act. The ability to implement watershed programs rests heavily on the availability of and access to funding sources. A mechanism must be in place to seek public and private funding for program implementation as appropriate and to allocate resources to appropriate entities based upon recommended priorities. Refer to Strategies for Funding Implementation for a discussion of funding implementation efforts.

UPDATE PLAN RECOMMENDATIONS

Because environmental conditions in the Basin change over time and new technologies will be discovered, priorities for action in the plan may change. Some management programs may become more important, others less. The plan should be reviewed and updated periodically to reflect these changing conditions. Moreover, the Steering Committee periodically should identify new actions requiring implementation based on reports of emerging issues from advisory committees and the LCBP's adaptive management initiative.

ADVISE AND ENCOURAGE AGENCIES RESPONSIBLE FOR IMPLEMENTATION

As the plan evolves, various agencies will fulfill their responsibilities for implementing certain actions. Listed benchmarks provide gauges for monitoring success. Those

responsible for implementing actions must be encouraged to follow through with their commitments and reach these benchmarks. Regular reporting of accomplishments, presented with the plan on the LCBP website plan.lcbp.org will both document and communicate progress as it is achieved.

LCBP Operating Structure, Committees, Host Entity, and Staffing

Background

The US Environmental Protection Agency (USEPA), Great Lakes Fishery Commission (GLFC), and National Park Service (NPS) regularly enter into grant agreements with the New England Interstate Water Pollution Control Commission (NEIWPCC), Vermont, and New York on behalf of the LCBP to implement tasks according to a single coordinated LCBP workplan approved by the Lake Champlain Steering Committee. Most tasks are implemented by LCBP staff who, as NEIWPCC employees, provide management and continuity through annual budget cycles and who coordinate the advisory committees and procedures involved in annual operations.

The Lake Champlain Steering Committee is responsible for approving all workplans supported with LCBP funds. Both States maintain Lake Champlain Coordinators, with LCBP funding, who ensure that implementation managed by the states reflects the intentions of the Lake Champlain Steering Committee. Other work in the U.S. sector of the watershed is funded by federal appropriations to other federally funded agencies and commissions. EPA, GLFC, and NPS annual appropriations reflect both the executive branch priority as a line in the President's budget and the Congressional commitment, through substantial and continuing Congressional support.

Work in the Canadian sector of the basin is funded by provincial appropriations in the Canadian Province of Québec. Led by the Québec Ministère de l'Environnement et de la Lutte contre les changements climatiques (Ministry of Environment and the Fight against Climate Change), the highest priorities of *OFA* are reflected in annual provincial ministry action plans.

Many essential research, monitoring, and resource management endeavors are developed with common methodologies on each side of the border so that data may be shared, analyzed, and reported easily. The successful experience of one jurisdiction is regularly shared with neighboring jurisdictions, and replication often is successful. Cross-marketing of programs, initiatives, and events and collaborative planning efforts are characteristic of the working relationships maintained by Steering Committee members. See Figure A1 for an outline of the LCBP Operating Structure.

LAKE CHAMPLAIN BASIN PROGRAM OPERATING STRUCTURE

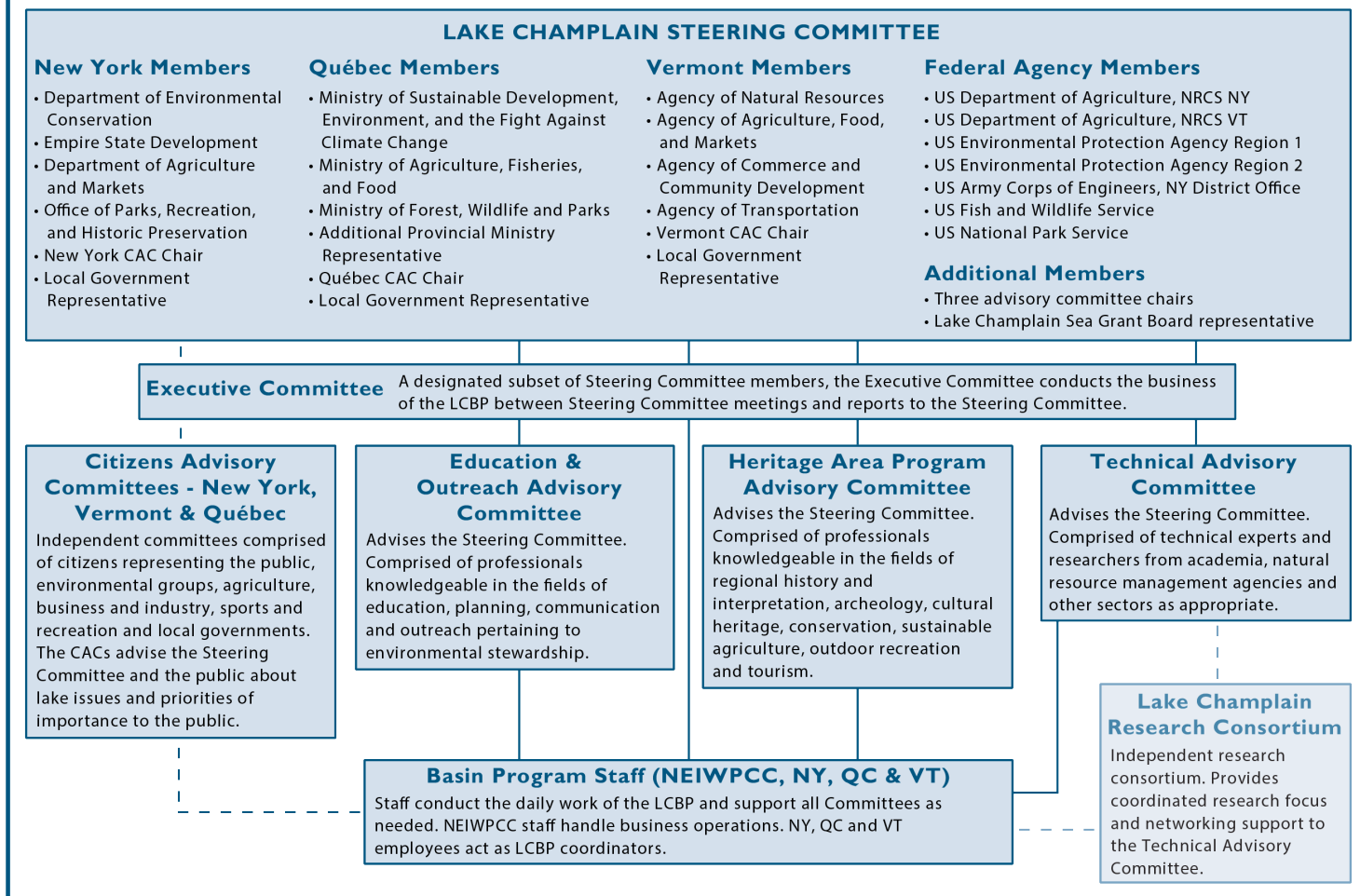


Figure A1. LCBP Operating Structure.

Lake Champlain Steering Committee

As affirmed through the *Memorandum of Understanding* signed by the Governors of New York and Vermont and the Premier of Québec in 2015, the Lake Champlain Steering Committee will continue its present role as a participatory forum in which key state, provincial, U.S. federal, and local leaders from New York, Québec, and Vermont can discuss issues of Lake Champlain and its watershed and coordinate policies and programs. As further codified by the *Daniel Patrick Moynihan Lake Champlain Basin Program Act of 2002* ([U.S. Public Law 107-303](#)), the LCBP is identified and authorized as the coordinated effort to implement *OFA*, with U.S. federal government participation and with federal funds.

Steering Committee Composition

The Steering Committee has been established to represent the wide range of state, local, federal and cross-jurisdictional interests and available resources in the basin to carry out *OFA*. Each (state and provincial) jurisdiction has identified its chief environmental delegate,

who hosts and chairs Steering Committee meetings in rotation; this pattern contributes to cross-boundary coordination and teamwork. The states of New York and Vermont and the province of Québec maintain the following (twenty-nine) partners on the Steering Committee to ensure a diversity of informed partners in the leadership of the LCBP.

Voting membership of the Lake Champlain Steering Committee includes:

- **Four New York State** agency representatives appointed by the governor: New York should consider the Department of Environmental Conservation (NYSDEC), Empire State Development (ESD), the Department of Agriculture and Markets (NYSDAM), and the Office of Parks, Recreation, and Historic Preservation (NYSOPRHP).
- **Four Vermont State** agency representatives appointed by the Governor: Vermont should consider the Agency of Natural Resources (VTANR), the Agency of Agriculture, Food, and Markets (VTAAFAM), the Agency of Commerce and Community Development (VTACCD), and the Agency of Transportation (VTRANS).
- **Four Québec Provincial** representatives appointed by the Premier: Québec should consider three provincial representatives from the Ministère de l'Environnement et de la Lutte contre les changements climatiques (Ministry of Environment and the Fight against climate change), Ministère Agriculture, Pêcheries et Alimentation du Québec (MAPAQ, Ministry of Agriculture, Fisheries, and Food of Québec), and Ministère des Forêts, de la Faune et des Parcs (QC MFFP, Ministry of Forest, Wildlife and Parks of Québec), and a fourth representative from provincial ministry leadership.
- **Three Local Government** representatives from municipalities in New York, Québec, and Vermont will ensure that Steering Committee decisions are well informed regarding local community interests. Local governments and the Steering Committee may nominate representatives to the Steering Committee. For New York and Vermont, the corresponding Jurisdictional chair may appoint the representative to the Steering Committee. For Quebec, the premier may make a corresponding appointment.
- **Three Citizen Advisory Committee** chairs are Steering Committee members, one each from New York, Québec, and Vermont.
- **Three Advisory Committee** chairs, from the Technical Advisory Committee (TAC), Education and Outreach Advisory Committee (E&O), and Heritage Area Partnership Advisory Committee (HAPAC), are Steering Committee members.
- **One Lake Champlain Sea Grant** representative may serve as a member of the Steering Committee.

- **Seven US Federal Agency** representatives serve on the Steering Committee. Represented in these positions are:
 - the US Department of Agriculture Natural Resources Conservation Service, New York State Conservationist;
 - the US Department of Agriculture Natural Resources Conservation Service, Vermont State Conservationist;
 - the US Environmental Protection Agency Region 1;
 - the US Environmental Protection Agency Region 2;
 - the US Army Corps of Engineers, New York District Office;
 - the US Department of the Interior – Fish and Wildlife Service; and
 - the US Department of the Interior – National Park Service.

Members of the New York and Vermont congressional delegation staff are Steering Committee members who serve a non-voting liaison role.

Changes to the Steering Committee Composition

The Lake Champlain Steering Committee may appoint new organizations to full membership in the Committee. Any changes to the composition of the Steering Committee shall be documented in the next subsequent revision of *Opportunities for Action*. The LCBP encourages participation from any organization regardless of formal voting membership on the Steering Committee. Eligible organizations to the Steering Committee are established by the most recent Memorandum of Understanding on Environmental Cooperation on the Management of Lake Champlain between New York, Québec, and Vermont. The following procedure outlines the process for appointing new organizations to the Steering Committee:

Any interested, eligible organization (eligibility is determined in the most recent [VT/NY/QC MOU](#)) must submit a letter of interest to the LCBP/CVNHP Director. The letter should:

- state the mission of the organization and how this mission relates to the mission of the Lake Champlain Steering Committee and the LCBP/CVNHP.
- describe how the organization’s membership on the Steering Committee would further the mission of the LCBP and its priorities identified in OFA.
- clearly document what resources the group can bring to the Steering Committee in the form of direct funding support for Lake Champlain projects and programs that support *Opportunities for Action*.
- demonstrate how their interests are not represented by the current membership of the Steering Committee and how a voting membership by the new organization would change representation of these interests.
- clearly identify the person or position (e.g. Director or Program Manager) within the organization who would be formally representing the organization on the Steering Committee.

The LCBP/CVNHP Director will discuss the letter with the interested organization, reviewing the mission of the LCBP/CVNHP, the role and charge of the Steering Committee, and any other relevant information at that time.

The LCBP/CVNHP Director will then circulate the letter of interest to the Lake Champlain Steering Committee, and will confer with the Chair of the Executive Committee and the three Chairs of the Steering Committee (New York, Québec, and Vermont MOU designees) to review and discuss the letter of interest during the next convenient Executive Committee agenda. The Chair of the Executive Committee may request that a representative of the interested organization attend the meeting to respond to questions. The Executive Committee may elect to discuss the letter in Executive Session, according to the open meeting laws established for the jurisdiction in which the meeting is occurring. The Executive Committee will discuss the merits of the requested membership and may then choose whether to nominate the interested organization for appointment to the Steering Committee by simple majority vote.

If the interested party is nominated for appointment to the Steering Committee, a representative(s) from the party will attend the next convenient Steering Committee meeting to inform the Committee about their organization, reason(s) for interest in joining the Committee, and resources their party can contribute to the group. The Steering Committee may then choose to appoint the organization to the Committee following the same procedures described for the Executive Committee nomination process. If the Committee agrees to add the interested organization to the membership, an appropriate representative(s) of the organization will be added to all appropriate distribution lists at that time and informed of upcoming meeting schedules and other obligations of membership to the Steering Committee.

Committee Operating Protocols

- a) Steering Committee meetings are chaired by the member from the environmental agency of the jurisdiction hosting the meeting, QC MELCC, NYS DEC, or VT ANR.
- b) All committees operate under the basic principles outlined in Robert's Rules of Order.
- c) The Steering Committee conducts all meetings in compliance with the open meeting laws of the host jurisdiction (State or Province) while
 - a. keeping meetings open and accessible to the public unless obligated to meet in executive session;
 - b. meeting in executive session only when considering confidential matters limited to:
 - review of competitive bids and awards,
 - personnel discussions related to appointment to or removal from a LCBP committee,
 - discussions related to nomination of new members to the Steering Committee and Advisory Committees.
 - LCBP human resource matters,

- matters that would, in any of the three jurisdictions, be required by law to be maintained in confidence.
- c. taking no formal actions while in executive session.
 - d. All formal actions or decisions by the Steering Committee and all other LCBP committees will be based on simple majority vote by the members participating in the meeting.
- d) On a meeting-by-meeting basis, any Steering Committee member may, by written communication to the LCBP Director in advance of the meeting, designate another individual to participate in his or her stead at a Steering Committee meeting with proxy voting rights. Written proxy authorizations are maintained in the files of the LCBP.
 - e) No votes *in absentia* are permitted; members participating in real-time through conference call or other electronic or internet media sharing are considered present.
 - f) Steering Committee meeting draft agendas will be shared with all members, interested media, and members of the public at least one week prior to a regularly scheduled meeting.
 - g) Meeting minutes will be posted on the LCBP website within approximately one week of approval.
 - h) Committee members will be asked to review the *LCBP Conflict of Interest Guidelines for Committee Members and Peer Reviewers* (Appendix 1) to ensure close adherence to these guidelines during appropriate LCBP processes.

Steering Committee Charge

The charge of the Steering Committee includes:

- a) Provide a forum for discussion of policies and issues of mutual concern.
- b) Identify topics of mutual interest in which the exchange of information and coordinated actions will be beneficial.
- c) Oversee the implementation of the Lake Champlain long-term management plan *Opportunities for Action: An Evolving Plan for the Future of the Lake Champlain Basin (OFA)*.
- d) Identify key budget priorities annually to guide the early stages of draft budget development by LCBP committees and management, and identify additional resources necessary for plan implementation when possible.
- e) Review the progress of cooperative efforts for management of Lake Champlain and make recommendations for future activities.
- f) Seek the involvement of the public and appropriate academic institutions in the joint effort to guide management of the Lake.
- g) Promote interaction and coordination among regulatory and management programs in the review of developments that affect the Lake.
- h) Revise and update *OFA* on a five-year schedule.
- i) Negotiate partnerships and commitments among agencies and groups to further the implementation of *OFA*.
- j) Meet at least two times each year to facilitate communication and coordination among key partners working to implement *OFA*.

- k) Monitor and evaluate progress against plan benchmarks and communicate that information by periodically producing an annual implementation status report and other education and outreach tools.
- l) Select contractors and grant recipients for competed funds and approve Records of Decision as appropriate.
- m) Charge the Executive Committee and advisory committees with tasks as appropriate and form *ad hoc* subcommittees for special tasks as needed.
- n) Appoint chairs and members of the TAC, E&O, and HAPAC based, where possible, on nominations recommended by the Executive Committee and forwarded by its Chair. Steering Committee will carefully consider individuals for chair positions to ensure impartial representation.
- o) Oversee the coordination of cultural heritage and recreational resource enhancement and stewardship programs of the Champlain Valley National Heritage Partnership.
- p) Make adjustments in the composition of the Steering Committee as needed to achieve the goals of the plan.
- q) Provide assistance to NEIWPC on the hiring process for the LCBP and CVNHP Director (see **LCBP Staff Management and recruitment processes**, below, for more details on this process).

Executive Committee

To increase its effectiveness, the Steering Committee has assigned eleven of its members to comprise an Executive Committee to meet four to eight times per year between Steering Committee meetings to conduct LCBP business on behalf of the Steering Committee. New York, Vermont, and the US Environmental Protection Agency (USEPA) share chairmanship of the Executive Committee in a two-year rotation; this pattern contributes to stability in operational guidance of the LCBP, with appropriate leadership duties provided by the jurisdictions in which the LCBP is principally funded and in which the office is located.

Executive Committee Membership

The Executive Committee includes Steering Committee representatives of the New York State Department of Environmental Conservation, Québec Ministère de l'Environnement et de la Lutte contre les changements climatiques (Ministry of Environment and the fight against climate change), Vermont Agency of Natural Resources, USEPA Region 1, USEPA Region 2, and the chairs of the six advisory committees (New York, Québec, and Vermont Citizen Advisory Committees (CACs), Technical Advisory Committee (TAC), Education and Outreach Advisory Committee (E&O), and Heritage Area Partnership Advisory Committees (HAPAC)). These eleven members make up the regular voting membership of the Executive Committee. However, any Steering Committee member may participate in any Executive Committee meeting with the option of voting if present. Executive Committee meeting draft agendas are distributed to the full Steering Committee one week in advance of meetings. Executive Committee members may designate a proxy to serve in their capacity. Designations must be submitted in writing to the LCBP/CVNHP Program Director.

Executive Committee Charge

- a) Meet regularly to guide the work of the LCBP between Steering Committee meetings and provide interpretation of the intent of the Steering Committee to the LCBP management.
- b) Receive its charge for special tasks from the Steering Committee and report its actions to the Steering Committee, which has final authority on all LCBP policy matters. The Executive Committee is normally delegated to act between Steering Committee meetings with the full authority of the Steering Committee, and subject to Steering Committee guidance.
- c) Prepare the draft LCBP budget each fall based on task proposals recommended by LCBP management, and the chairs of TAC, E&O, and HAPAC. The Executive Committee Chair presents the recommended draft budget to the Steering Committee each winter for Steering Committee review, adjustment, and approval.
- d) Nominate chairs and members of the TAC, E&O, and HAPAC, based on recommendations from Steering Committee members and LCBP staff. The Executive Committee is the sole source of advisory committee nominations eligible for consideration and appointment by the Steering Committee. See below on CAC appointments.
- e) Consider potential contractors and grant recipients for competed funds based on LCBP staff reports of the competitive review processes and approve awards through **Records of Decision** as appropriate.
- f) Adhere to the meeting protocols applicable to Steering Committee meetings.

Citizen Advisory Committees (CACs)

The New York, Québec, and Vermont CACs serve as important liaisons to the public. As positions become available on the CACs, the states and province ensure that representatives from environmental groups, agriculture, business and industry, sports and recreation, and local governments are included to the extent practicable.

CAC Membership

Stakeholder groups may nominate representatives, and the persons or agencies in New York, Québec, and Vermont who have the authority to appoint CAC representatives should include those nominees in the pool considered for appointment. NY CAC appointments are made by the Commissioner of NYS DEC; VT CAC appointments are made by the Governor, and Quebec CAC appointments are made by the Minister of Environment. All members of the CACs serve up to three-year appointments that are renewable. The CACs elect their chairs, who serve as voting members of the Steering and Executive Committees.

The Role of the CACs

- a) Inform and involve the public on issues concerning the Lake and the Basin.
- b) Provide a regular forum for interest groups and local governments to discuss the issues facing the Lake and the Basin.
- c) Advise the Steering Committee about public concerns and interests.
- d) Provide a link between the Steering Committee and LCBP staff and governmental bodies and groups implementing the plan at the local level.

- e) Provide recommendations to the Steering Committee about evolving plan priorities.
- f) Advise and encourage agencies responsible for implementing plan actions to follow through with their commitments, for example, by presenting an annual report of recommendations to the legislatures.
- g) Participate in review panels for LCBP grant programs as requested.
- h) Host public meetings for information exchange regarding plan implementation.

Technical Advisory Committee (TAC)

The Steering Committee appoints (for staggered three-year terms that are renewable), a Technical Advisory Committee comprised of professionals from academia, natural resource management agencies, and other sectors as it deems appropriate.

TAC Membership

TAC is comprised of five jurisdictional members and additional members-at-large appointed to three-year terms that are renewable.

- a) Five jurisdictional members: one technical expert each from: New York State Department of Environmental Conservation, Québec Ministère de l'Environnement et de la Lutte contre les changements climatiques (Ministry of Environment and the fight against climate change), and Vermont Agency of Natural Resources, will be appointed by their respective jurisdictions to provide both objective technical and scientific expertise *and* representation of their respective jurisdictional perspectives on technical issues. These three memberships have voting capacity. In addition, U.S. Environmental Protection Agency Regions 1 and 2 each are represented on TAC, with nonvoting status, so that technical expertise from the primary funding agency is available in TAC discussions.
- b) All other TAC members are members-at-large. Members-at-large are appointed by the Steering Committee solely based on their technical and scientific expertise, in order to provide objective technical and scientific expertise needed by the TAC, but **not** to represent institutional or jurisdictional entities. No attempt is made to provide specific stakeholder representation on TAC, but balance of representation from jurisdictional areas may be considered. TAC members serve at the pleasure of the Steering Committee for three-year, renewable terms. Membership renewal is discussed with each individual member, the Chair of the TAC, the LCBP Technical Coordinator, and the LCBP/CVNHP Director. The LCBP/CVNHP Director has the authority to renew membership. The Chair of the TAC also is appointed by the Steering Committee and serves as a voting member of the Steering and Executive Committees.

The Role of the TAC

The role of the TAC includes the following:

- a) Present the Steering Committee and LCBP staff with objective information to be used in the decision-making process as requested, including:
 - i. emerging technical and scientific management issues,
 - ii. the necessary research or actions to address those issues, and
 - iii. draft task descriptions and funding recommendations.

- b) Provide professional review of proposals for LCBP-funded technical and scientific studies and projects, as requested.
- c) Evaluate interim and final products and reports for LCBP-funded technical and scientific studies and projects, as requested.
- d) TAC meetings are open and accessible to the public except when TAC is obliged to meet in closed executive session.
 - i. TAC will meet in closed executive session only when considering confidential matters limited to:
 - a. review of competitive bids and awards,
 - b. review of interim or final report drafts submitted to the LCBP by a subrecipient (contractor or subaward).
 - ii. TAC will take no formal actions while in closed session.
- e) On a meeting-by-meeting basis, any TAC member may, by written communication to the LCBP Director in advance of the meeting, designate another individual to participate in his or her stead at a TAC meeting with proxy voting rights. Proxy authorizations are noted in TAC meeting summaries.
- f) No votes *in absentia* are permitted; members participating in real-time through conference call or other electronic or internet media sharing are considered present.
- g) Committee members will be expected to review the *LCBP Conflict of Interest Guidelines for Committee Members and Peer Reviewers* (Appendix 1) to ensure close adherence to these guidelines during appropriate LCBP processes.

As organizations and partnerships established independently of the LCBP continue to address technical issues in the Basin and function in their own right, they also may provide important input to the TAC. These organizations include the Lake Champlain Fish and Wildlife Management Cooperative, the Aquatic Invasive Species Rapid Response Task Force, the Lake Champlain Research Consortium, Lake Champlain Sea Grant, and several other groups and partnerships.

Heritage Area Partnership Advisory Committee (HAPAC)

The Steering Committee appoints the Heritage Area Program Advisory Committee to provide advice concerning the implementation priorities for the [Champlain Valley National Heritage Partnership Management Plan](#).

HAPAC Membership

HAPAC is composed of professionals from public and private sectors knowledgeable in fields that address regional history, historical interpretation, archeology, cultural heritage, conservation, sustainable agriculture, outdoor recreation, and tourism. HAPAC appointments are made solely on the basis of professional expertise in order to provide objective guidance needed by the LCBP, but not to represent institutional or jurisdictional entities. HAPAC members serve 3-year, renewable terms. No attempt is made to provide stakeholder representation on HAPAC. HAPAC members serve at the discretion of the Steering Committee. Membership renewal is discussed with each individual member, the

Chair of the HAPAC, the LCBP Cultural Heritage and Recreation Coordinator, and the LCBP/CVNHP Director. The LCBP/CVNHP Director has the authority to renew membership. The chair of the HAPAC, appointed by the Steering Committee, serves as a voting member of the Steering and Executive Committees.

The Role of the HAPAC

The role of the HAPAC includes the following:

- a) Present the Steering Committee and LCBP staff with objective information to be used in the decision-making process as requested, including:
 - i. emerging heritage resource management issues,
 - ii. the necessary research or actions to address those issues, and
 - iii. draft task descriptions and funding recommendations.
- b) Provide professional review of proposals for LCBP-funded heritage-related implementation tasks as requested.
- c) Evaluate interim and final products and reports for LCBP-funded heritage-related studies and projects as requested.
- d) Advise the Steering Committee and staff regarding opportunities for trans-boundary partnerships, key partnerships, and cooperative projects both within the Champlain Valley National Heritage Partnership and adjacent areas.
- e) HAPAC meetings are open and accessible to the public except when HAPAC is obliged to meet in closed executive session.
 - i. HAPAC will meet in closed executive session only when considering confidential matters limited to:
 - a. review of competitive bids and awards,
 - b. review of report drafts submitted to the LCBP by a subrecipient (contractor or subaward).
 - ii. HAPAC will take no formal actions while in closed session.
- f) On a meeting-by-meeting basis, any HAPAC member may, by written communication to the LCBP Director in advance of the meeting, designate another individual to participate in his or her stead at a HAPAC meeting with proxy voting rights. Proxy authorizations are noted in HAPAC meeting summaries.
- g) No votes *in absentia* are permitted; members participating in real-time through conference call or other electronic or internet media sharing are considered present.
- h) Committee members will be asked to review the *LCBP Conflict of Interest Guidelines for Committee Members and Peer Reviewers* (Appendix 1) to ensure close adherence to these guidelines during appropriate LCBP processes.

As organizations and partnerships established independently of the LCBP to address cultural heritage and recreational issues in the Basin continue to function independently,

they may also provide input to the HAPAC. These organizations include the regional marketing organizations and chambers of commerce, scenic byways programs, cultural heritage tourism initiatives, arts councils in both states, and several other groups and partnerships.

Education and Outreach Advisory Committee (E&O)

The Steering Committee will appoint an E&O Advisory Committee comprised of professionals from educational institutions and organizations in the Basin and with representation from the CACs and other appropriate sectors.

E&O Committee Membership

The E&O Committee is composed of professionals from public and private sectors knowledgeable in fields that include education, public information technology, electronic and broadcast media, and outreach pertaining to environmental stewardship and related topics of the plan. The E&O members serve at the discretion of the Steering Committee. E&O appointments are made solely on the basis of professional expertise in order to provide objective guidance needed by the LCBP, but not to represent institutional or jurisdictional entities. No attempt is made to provide stakeholder representation on E&O. E&O members serve for three-year terms that are renewable. Membership renewal is discussed with each individual member, the Chair of the E&O Committee, the LCBP Education and Outreach Coordinator, and the LCBP/CVNHP Director. The LCBP/CVNHP Director has the authority to renew membership. The chair of the E&O Committee, appointed by the Steering Committee, serves as a voting member of the Steering and Executive Committees.

The Role of the E&O Committee

The role of the E&O Committee includes the following:

- a) Present the Steering Committee and LCBP staff with objective information to be used in the decision-making process as requested, including:
 - i. emerging educational and outreach opportunities and issues,
 - ii. the necessary programmatic actions to address those issues, and
 - iii. draft task descriptions and funding recommendations.
- b) Provide professional review of proposals for LCBP-funded education and outreach implementation tasks, as requested.
- c) Evaluate interim and final products and reports for LCBP-funded education and outreach tasks, as requested.
- d) Advise the Steering Committee and staff regarding opportunities for trans-boundary partnerships, key partnerships, and cooperative projects to enhance education and outreach program effectiveness.

- e) Advise the Steering Committee and staff regarding opportunities for the application of multimedia and multimodal technical tools to enhance education and outreach program effectiveness.
- f) E&O meetings are open and accessible to the public except when E&O is obliged to meet in closed executive session.
 - i. E&O will meet in closed executive session only when considering confidential matters limited to:
 - a. review of competitive bids and awards,
 - b. review of reports drafts submitted to the LCBP by a subrecipient (contractor or subaward).
 - ii. E&O will take no formal actions while in closed session.
- g) On a meeting-by-meeting basis, any E&O member may, by written communication to the LCBP Director in advance of the meeting, designate another individual to participate in his or her stead at an E&O meeting with proxy voting rights. Proxy authorizations are noted in E&O meeting summaries.
- h) No votes *in absentia* are permitted; members participating in real-time through conference call or other electronic or internet media sharing are considered present.
- i) Committee members will be asked to review the *LCBP Conflict of Interest Guidelines for Committee Members and Peer Reviewers* (Appendix 1) to ensure close adherence to these guidelines during appropriate LCBP processes

Subcommittees and Ad Hoc Committees

As deemed necessary, the Steering Committee may establish and populate additional subcommittees or ad hoc committees where membership may include Committee members as well as non-members. The Steering Committee may assign the LCBP Director the responsibility of identifying appropriate membership for ad hoc subcommittees. All subcommittees will operate according to the roles and responsibilities established for the standing committees, as outlined above. The role of subcommittee chairs in reporting to the Steering Committee shall be determined by the Steering Committee upon the creation of each subcommittee. Subcommittee chairs may report directly to the Steering or Executive Committee, to another standing subcommittee, or to the LCBP/CVNHP Director.

The Host Entity

In 1992, the Lake Champlain Management Conference selected the New England Interstate Water Pollution Control Commission ([NEIWPC](#)) to receive LCBP funding to serve as the Host Entity for the LCBP. NEIWPC is a congressionally authorized non-profit interstate organization, formed in 1947. NEIWPC's programmatic direction is decided by its Commission of 35 persons appointed by the governors of its member states; Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, and Vermont.

The Commission serves its member states by coordinating efforts that encourage cooperation among the states, developing resources that foster progress on water issues, representing the region in matters of federal policy, training environmental professionals, managing programs and administering grants, initiating and overseeing scientific research, educating the public, and providing overall leadership in water management and protection. NEIWPCCC's core work covers a variety of topics related to clean water including wastewater and onsite systems, water quality standards, wetlands, pollution abatement, stormwater, source water and groundwater, climate change, and nonpoint source pollution. The Commission has its headquarters in Lowell, Massachusetts with various satellite offices throughout the region.

The Host Entity, in conjunction with the Program Director, is required to regularly report to EPA, GLFC, NPS, and other funding sources on the deliverables, outputs, outcomes, and financials in response to guidance and requirements.

The Role of the Host Entity

In accordance with NEIWPCCC's annual work tasks for LCBP approved by the Lake Champlain Steering Committee, and the award workplans approved by the EPA, GLFC, and NPS, NEIWPCCC's role as Host Entity is to:

- Assist and support the LCBP in implementing OFA.
- Provide programmatic advice; hire and supervise staff; manage subawards and contracts; and provide administrative, financial, and human resources support.
- Provide direction to the LCBP and the work of its staff.
 - Provide input to and oversight of the annual work plans and related program resource allocations in coordination with the Steering Committee and LCBP/CVNHP Director.
 - Contribute to and review technical and communications products to ensure appropriate deliverables.
 - Provide direction to the LCBP Director in consultation with the Lake Champlain Steering Committee.
 - Evaluate the LCBP's administrative structure and relationship in consultation with the Lake Champlain Steering Committee when necessary.

Collectively, specific tasks of NEIWPCCC Lowell staff include, but are not limited to:

- Supervision of NEIWPCCC-LCBP employees.
 - Supervise LCBP/CVNHP Director.
 - Communicate with the LCBP Director on a regular basis.

- Evaluate the job performance of the LCBP Director. After developing a process in conjunction with NEIWPCC's human resources team, NEIWPCC will consult with the current Executive Committee Chair for feedback on the performance of the LCBP/CVNHP Director during the applicable review period. The Executive Committee chair may elect to coordinate feedback from the Steering Committee membership.
- Consult with the LCBP Director to evaluate the job performance of other LCBP staff.
- Assist in other LCBP staff performance appraisals.
- Approve timesheets, expense vouchers, and requests for leave.
- Programmatic
 - Develop work plans and budgets for each annual funding source (EPA, GLFC, NPS, and others); coordinate same with LCBP Director.
 - Review and finalize quarterly progress reports provided by the Program Director that describe LCBP activities and outputs. Submit reports to appropriate funding source.
 - Jointly with LCBP Director and the Lake Champlain Steering Committee, ensure projects address priority topics outlined in OFA and support the mission of protecting and preserving Lake Champlain and its watershed through partnerships that conserve and restore natural resources, enhance water quality and promote community involvement.
 - Coordinate match documentation required to be eligible for funding from the EPA, NPS, and other funding sources as needed
 - Engage in program development.
- Interfacing with EPA Region 1, the Great Lakes Fishery Commission, the National Park Service, and other funding sources (as the grant recipient)
 - Prepare grant applications to funding sources
 - Accept and administer the annual federal grants for LCBP/CVNHP funding.
 - Communicate with EPA Project Officer and other funding agents on a regular basis.
 - Meet with EPA Project Officer annually to coordinate issues between NEIWPCC/LCBP, the states, and EPA Regions 1 and 2.
 - Prepare required application, narrative and financial reports, and progress reports.
- Human resources support
 -
 - Lead hiring process for staff positions: draft job descriptions, advertise the positions; collect and review all resumes and field all employment questions; coordinate and schedule interviews; conduct interviews and select the ideal candidate (in cooperation with search committees, as appropriate); conduct

reference checks and offer employment; and conduct any other aspects of the hiring process. Work collaboratively with the LCBP Director throughout the process.

- For the LCBP/CVNHP Director position, NEIWPC will consult with the current Chair of the Lake Champlain Executive Committee throughout the hiring process. The hiring committee, led by a NEIWPC Human Resources designee, will be developed through consultation with the current Chair of the Lake Champlain Executive Committee. The EPA and NPS will have representation on the hiring committee; NEIWPC and the Chair of the Executive Committee will be responsible for coordinating a maximum of two additional remaining representatives of the Steering Committee. The Position Description will be developed by the NEIWPC HR designee in consultation with the other members of the hiring committee prior to issuance of a solicitation for applications. In addition, the hiring process may include the option of public presentations by the final candidates, on a topic selected by the hiring committee, with an opportunity for feedback from the participants.
- LCBP staff are managed day-to-day by the LCBP and CVNHP Director, or other designated supervisors. All staff positions subordinate to the Director are hired via a typical competitive process coordinated by NEIWPC, according to their standard hiring procedures, in close consultation with the LCBP/CVNHP Director and other LCBP staff as appropriate. The Chair of the Technical, Education and Outreach, or Heritage Area advisory committees may participate in the hiring process for the Coordinators of the respective committees.¹
 - Job descriptions and specifications, salary scale, and all benefits follow NEIWPC policies and procedures.
 - Provide all new employees with an orientation meeting in Lowell, Massachusetts. This orientation will serve to familiarize new employees with the NEIWPC employee handbook, benefits, etc.
 - Address staff issues, as appropriate.
- Contractual and legal support
 - Act as contracting arm on behalf of LCBP efforts to accomplish OFA tasks.
 - Set up and manage agreements regarding office space arrangements and technical support.

¹ Lake Champlain Coordinator positions for the three Jurisdictions (New York, Québec, and Vermont) are hired via typical processes within the respective jurisdictions, in consultation with the Chair of the Citizen's Advisory Committee for that jurisdiction and the LCBP/CVNHP Director.

- Review and approve Requests for Proposals (RFPs) for third party contracts and participate in technical review of proposals, in accordance with NEIWPC and LCBP templates and procedures. Post RFPs on NEIWPC and LCBP websites.
- Execute and manage contracts/MOAs/subawards utilizing NEIWPC standard templates; ensure compliance with contract terms and conditions.
- Provide liability coverage, as appropriate, for NEIWPC and NEIWPC staff, NEIWPC officers, and NEIWPC commissioners for involvement in performing work conducted under appropriate grants, cooperative agreements, and contracts.
- Provide recommendations to the Lake Champlain Steering Committee on improving contract scope, deliverables, and outcomes, or otherwise enhancing value and application of contracts and services, where appropriate.
- Financial
 - Prepare, maintain, and manage grant budgets; track expenditures by task, output and/or programmatic activity, planning, and work plan facilitation.
 - Process staffs travel reimbursements and timesheets.
 - Provide comprehensive bookkeeping and accounting services, including receipt and disbursement of funds, bill and invoice processing, and tax forms to personnel and independent contractors.
 - Ensure all relevant financial statements and tax documentation are prepared and filed.
 - Ensure all audited annual financial statements and unaudited quarterly financial statements are prepared and filed.
 - Provide all appropriate income tax reporting information/forms to personnel and independent contractors.
 - Submit the required financial reports to USEPA, including SF-334 “MBE/WBE utilization Under Federal Grants, etc.” as necessary, and program progress reports and final award report and SF-425 Federal Financial Report (FFR), including interim and final FFRs as necessary. Submit required financial reports to other funding agencies where applicable.
 - Enter data into the government’s Federal Funding Accountability and Transparency Act Subaward Reporting System, as required for EPA subawards.
- Quality Assurance
 - Provide a quality assurance program manager to review and approve Quality Assurance Project Plans. Provide guidance on which projects require QAPPs and how to develop QAPPs. NEIWPC supports the goal of quality assurance and is committed to using only data of known and acceptable quality.

NEIWPC uses a quality management system, documented in an EPA-approved Quality Management Plan (QMP).

- Other
 - Facilitate coordination with other NEIWPC activities as appropriate.
 - Provide assistance to LCBP to attract and direct federal and other resources to local needs, build needed scientific and watershed information, inform the public and policy makers, convene collaborative workgroups around key issues in the region, provide technical assistance for implementation actions of local grassroots-level organizations, promote an ecosystem perspective, and bring together funding, partners and projects to implement the defined goals and objectives of OFA.

LCBP and CVNHP Director

The Program Director serves many functions, including day-to-day management of LCBP/CVNHP activities, day-to-day staff supervision, providing administrative and technical support to Committees, conducting public outreach and education activities, coordinating and integrating activities with existing water quality and natural resource protection and restoration efforts in the region, and identifying partners that will advance OFA implementation. The LCBP/CVNHP Director ensures that all Committee decisions, including awarding of grants, are made in compliance with the LCBP Conflict of Interest Guidelines approved by the Lake Champlain Steering Committee (Appendix 1). In addition, the Program Director solicits local support for the Program, identifies additional sources of funding, and facilitates partner actions to help ensure there is no duplication of effort among partners.

Specific tasks of the LCBP/CVNHP Director include:

- Supervision
 - Supervise LCBP staff in consultation with NEIWPC Lowell staff.
 - Evaluate the job performance of the LCBP staff, in consultation with NEIWPC Lowell staff.
- Programmatic
 - Participate in and serve as primary staff support to the Steering Committee. Schedule meetings, develop agendas in coordination with the Chair, prepare reports on recent activity, provide technical support, channel information, and present recommendations to the Steering Committee for their approval. Ensure geographic balance of Steering Committee meeting locations in New York, Quebec, and Vermont.
 - Participate in and serve as primary staff support to the Executive Committee. Schedule meetings, develop agendas in coordination with the Chair, prepare

reports of recent activity, provide technical support, channel information, and present recommendations to the Executive Committee for their approval.

- Work collaboratively with NEIWPC staff on development of specific work plans and budgets for submission to respective funding agencies, following approval of the annual budget and general workplan by the Lake Champlain Steering Committee.
 - Prepare and submit quarterly progress reports that describe LCBP/CVNHP activities, outcomes and outputs to NEIWPC Lowell staff.
 - Assist and support LCBP in implementation of OFA.
 - Ensure annual budget workplans address priority issues in OFA.
 - Track and report to NEIWPC and the Lake Champlain Steering Committee on progress toward completion of work plan deliverables.
 - Lead activities outlined in EPA, GLFC, NPS, and other work plan(s)
 - Strengthen partnerships and working relationships with key stakeholder organizations, including those involved with scientific research, advocacy, and industry. This includes state and federal agencies, municipalities, academic institutions, non-profit organizations, and industries.
- Interface with EPA Regions 1 and 2, GLFC, NPS, and other funding sources
 - In consultation with NEIWPC, communicate with Project Officers at EPA, GLFC, NPS and other funding sources on a regular basis.
 - Jointly with NEIWPC, meet with EPA Project Officers annually to coordinate issues between NEIWPC/LCBP, the states, and the EPA.
 - If requested, prepare for and complete EPA Program Evaluations and site visits in consultation with Steering Committee and Host Entity.
 - Other
 - As an employee of NEIWPC, and as a supervisor of other NEIWPC staff, demonstrate a thorough understanding of NEIWPC policies and procedures.
 - Demonstrate a thorough understanding of LCBP's programs, organization, and policies.
 - Identify the necessary skills and expertise for additional staff positions in consultation with NEIWPC and the Lake Champlain Steering Committee.
 - Communicate all efforts to NEIWPC and the Lake Champlain Steering Committee on a regular basis
 - Remain up to date on regional and national developments relevant to LCBP/CVNHP mission, programs and projects.
 - Represent the LCBP/CVNHP in regional and national forums.
 - Provide internal and external leadership for the program, ensuring focus and progress on strategic priorities, as well as effective communication and

collaboration with and among partner agencies, organizations, academic institutions, etc.

- Leverage LCBP/CVNHP resources, ensure best use of limited resources, minimize duplication of effort, and optimize public and community-based support.

Funding Source Coordination

NEIWPC and LCBP staff will work with the assigned coordinators from each agency or organization providing funds to support the LCBP and Lake Champlain work via NEIWPC. Typically, NEIWPC and LCBP staff will ensure that workplan tasks are met according to the timelines established within each funding agreement. EPA staff provide a more involved role in the management of the Lake Champlain Steering Committee, the LCBP, and advisory Committees.

The Environmental Protection Agency

The EPA Regions 1 and 2 Offices and their Lake Champlain Basin Program staff Coordinators (the Coordinators) support the LCBP and NEIWPC in many ways. A manager from EPA Region 1 and from Region 2 serves as a voting member of the Steering and Executive committees and the Lake Champlain Coordinators serve as the alternates on those committees. The Coordinators are non-voting members of the Technical Advisory Committee and may serve on other committees as deemed appropriate by the LCBP Director and the EPA. The Coordinators serve as the Project Officer and administer the Program's CWA Section 120 cooperative agreements, which includes reviewing work plans, reports, and participating in the program in a meaningful way. The Coordinators also serve as the primary contact between EPA and the LCBP, including serving as the liaison between LCBP and EPA Headquarters in the event of information requests, the program evaluation, and any other LCBP-related matters.

The Role of the EPA

Specific roles and responsibilities of the EPA Lake Champlain Basin Program Coordinators are as follows:

- Serve as the primary liaison between NEIWPC, LCBP, and EPA:
 - Represent EPA priorities and programs as an alternate member of the LCBP Steering Committee and Executive Committee, and as an ex-officio member of the Technical Advisory Committee;
 - Serve as a conduit between the LCBP and EPA programs; identify opportunities for mutual assistance while also meeting individual program

- strategic goals.
 - Communicate LCBP interests during EPA Regional program decision-making to ensure decision makers understand implications for attainment of OFA goals and objectives.
 - Inform LCBP of EPA and other relevant initiatives that may affect LCBP study areas or OFA implementation.
 - Act as liaison to EPA programs to assist in meeting LCBP OFA goals and objectives.
 - Keep Region 1 and 2 management and staff informed about LCBP activities.
- Advise LCBP about EPA statutory and regulatory requirements.
- Facilitate networking and tech transfer; e.g., help inform LCBP about steps other programs are taking to address specific program elements or management issues.
- Assist NEIWPC and LCBP with agreement/grant application, program management, and financial management requirements:
 - Serve as Project Officer and technical contact for the annual Section 120 cooperative agreement (review work plans; monitor performance; interface with Regional grants administration; notify NEIWPC and LCBP of grant reporting requirements).
 - Inform NEIWPC and LCBP about other core water program funding opportunities (grants and otherwise) that would support programmatic and implementation activities.
- Maintain contact and local presence with LCBP to support Lake Champlain management goals.
- Review, approve, and submit to EPA Headquarters reporting and budget data by the required deadline.
- In general, anticipate and respond to LCBP needs in a timely manner.

Appendices

1. Lake Champlain Basin Program Conflict of Interest policy