

Magdalena Collaborative

Operating Principles

Adopted: January 9, 2019

Latest Update: April 25, 2019

- I. **Overview:** The Magdalena Collaborative is an informal association of diverse organizations and interested parties working together on shared stewardship issues in the greater Magdalena landscape, with a focus on the Magdalena Ranger District of the Cibola National Forest. These Operating Principles create the structure and guide the operations of the Magdalena Collaborative, including both internal relations among partnering members and external relations with other organizations.
- II. **Vision:** The Magdalena Collaborative envisions a healthy, resilient, and sustainable landscape that is shaped by community and stakeholder effort and focus.
- III. **Purpose:** The purpose of the Magdalena Collaborative is to identify shared interests and priorities, strengthen trust among partners, learn from local successes, and develop inclusive, proactive, and outcome-oriented solutions that benefit the greater Magdalena landscape.
- IV. **Organizational Values:** As an organization, the Magdalena Collaborative is dedicated to service, professionalism, candor and openness. Members recognize our interdependence as colleagues, and espouse respect for diversity in the ecosystems, the people, the economies and the communities we engage, and the cultures, perspectives, ideas and experiences they embody and bring to the table. In interactions with other members and with the public, members understand the importance of tolerance and having a thick skin.
- V. **Landscape Values:** The Magdalena Collaborative values responsible resource management based on scientific research and principles. Management should promote healthy forests and rangelands, watershed health, protection of wildlife habitat and cultural heritage, and preservation of scenic beauty, unique natural areas and dark skies. As shared stewards of the land, we support traditional local practices, recreational opportunities, youth-related activities, restoration projects and resulting forest products and ecosystem services that support the local economy.

See Appendix A for a comprehensive list of landscape values, derived from conversations among members at meetings of the Magdalena Collaborative in 2018.
- VI. **Collaborative Approach:** The Magdalena Collaborative will approach its deliberations as a proactive problem-solving body seeking to make decisions and produce recommendations that address, in so far as possible, the practical needs and interests of all participants. Members will work as partners to listen carefully to each other and to understand all participants' interests, with the objective of identifying areas of agreement on issues that come before the Collaborative, while recognizing minority views and

incorporating these into shared learning processes and products, including joint recommendations and public education programs. The intent of all members is to operate through shared leadership, shared responsibility, shared funding, and shared credit for work completed by the Collaborative.

VII. Organizational Structure:

- a. **General Member:** The Magdalena Collaborative consists of organizations and interested parties who are partners in the Collaborative. Each partnering organization is represented by one designated individual who speaks on behalf of the partnering organization. At meetings and events, multiple members of a partnering organization may attend, but each organization should identify one spokesperson as their representative at the event.

Partners agree to support the vision and purpose of the Magdalena Collaborative and have a reasonable and expressed interest in the greater Magdalena landscape. In addition, any stakeholder of the greater Magdalena area may attend and participate in Collaborative meetings, and can be a part of the committees.

- b. **Member Roles:** Collaborative members will be expected to:
 - i. Attend Collaborative meetings or appoint an alternate who will attend. Collaborative members will strive to participate fully and resort to sending an alternate only when necessary since the value of the Collaborative depends on regular and active participation and relationship building.
 - ii. Adhere to the ground rules (see VIII. d. below).
 - iii. Engage in good faith in collaborative problem solving to address the range of stakeholder interests.
 - iv. Represent and inform their own groups, organizations, and constituencies about Collaborative activities, gather and relay feedback, and build support for collaborative decision-making; and
 - v. Participate in Collaborative governance and serve on committees.
- c. **Contact List:** The Magdalena Collaborative maintains a contact list of partners and parties who have expressed an interest in the work of the Collaborative. Periodic email announcements will go out to the contact list. Any individual or organization can sign up to be included on the contact list.
- d. **Facilitator:** Meetings of the Magdalena Collaborative are directed by a facilitator who manages the agenda and progress of the meeting. The facilitator shall ensure that designated representatives of the partnering organizations have preference in speaking during discussions. Meetings will include a period of time for non-partner members of the public who are in attendance to raise issues, and, if appropriate, discuss these issues. The facilitator will serve on the Executive Committee.

- e. **Point of Contact (POC) and Alternate POC:** The POC will act as a liaison with the Cibola Shared Stewardship Council (CSSC) on behalf of the Magdalena Collaborative. The CSSC coordinates stakeholders, agencies, and interested parties for the Cibola National Forest as a whole, which includes the POCs from the four collaboratives representing the Mountainair, Sandia, Mt. Taylor and Magdalena districts and landscapes. CSSC meetings are scheduled periodically at various locations. The POC or Alternate is expected to attend CSSC meetings and update participants about activities of the Magdalena Collaborative as well as sharing information from the CSSC with the Magdalena Collaborative. The POC will also serve on the Executive Committee of the Magdalena Collaborative.
- f. **Committees:**
 - i. **Executive Committee:** This standing committee will consist of the facilitator, POC/Alternate POC, and the Magdalena District Ranger. The purpose of this committee is to coordinate logistics, including arranging dates and locations of meetings, gathering agenda items for the meetings, and ensuring meeting notes and related documents are available to members. This committee will manage the Contact List, and may take on additional responsibilities that facilitate smooth operations of the Magdalena Collaborative.
 - ii. As needed, the Magdalena Collaborative can form an ad hoc committee to address any issue before the Collaborative. An ad hoc committee determines its own means of operation, and reports back to the Collaborative. Anyone, including members of the public, can observe the meetings of ad hoc committees, and can participate in the meetings if the committee determines this is appropriate. Every effort should be made to ensure each ad hoc committee that is formed includes a balanced and diverse set of participants that represent the broad array of organizations and interests in the Magdalena Collaborative.

VIII. Governance

- a. **Facilitation/Staffing:** Meetings of the Collaborative will be facilitated by a neutral facilitator.
- b. **Meetings:** Collaborative meeting frequency:
 - i. The Collaborative will meet regularly (a minimum of quarterly meetings).
 - ii. Ad hoc committees may meet on an as needed basis depending on tasks at hand.
- c. **Decision Making:**
 - i. In order to ensure broad support among stakeholders and representation of their interests, the Collaborative will strive for consensus when making decisions and preparing proposals and recommendations to submit to the Cibola National Forest. To meet the objectives of the Collaborative, members will seek

- guidance or approval from the entity that they represent, as necessary, in preparation for decision-making.
- ii. Consensus has been reached when everyone agrees they can accept whatever is proposed after every effort has been made to meet the interests of all members. Members have the right to expect that no one will ask them to undermine their personal or organizational interests; their responsibility is to propose solutions that will meet everyone else's interests as well as their own. Every effort will be made to have all positions represented for decisions.
 - iii. If consensus on an issue cannot be reached, the matter may be tabled and an ad hoc committee formed to discuss the issue and find a resolution to bring back to the Collaborative for discussion. If an ad hoc committee cannot resolve an issue or a consensus decision or recommendation cannot be achieved after final deliberation among partner representatives, divergence will be presented through a majority and minority view. The views and reasons for the divergence will be documented in the minutes and other correspondence, as appropriate.
 - iv. Meeting discussion, decisions, recommendations, and reports of the group will be recorded in the meeting summary notes and preserved in a publicly available archive.

d. Conflict Resolution

- i. If a disagreement or conflict arises among members of the Collaborative regarding an activity, process, policy or decision, the members should first attempt to resolve their differences through a discussion among the parties.
- ii. If they cannot resolve their differences, the issue should be brought before an ad hoc committee for a discussion in which members can consider the effects of the conflict on the mission and goals of the Collaborative and on communities in the Collaborative, and work to resolve the conflict among members.
- iii. If a discussion in the ad hoc committee is unacceptable to parties to the dispute, the Executive Committee can appoint a committee of mediators to facilitate a discussion among the parties to try to resolve the dispute.
- iv. If the conflict persists, the issues will be brought before the entire Collaborative for debate and discussion and decision.
- v. The parties should abide by the decision made by the Collaborative.

e. Ground Rules: The expected protocols for all interactions among participants are as follows:

- i. Operate in good faith, respecting organizational values;
- ii. Maintain professional and courteous conduct;
- iii. Search for ways to resolve differences as they occur;
- iv. Work together to study and understand the substance and process of proposals;

- v. In discussions, be encouraged to “explore without committing”;
- vi. Neither initiate nor undertake any action outside of the collaborative process intended to undermine the process;
- vii. When speaking to the public media, confine remarks to consensus views, or make clear that comments represent only a personal point of view;
- viii. Criticize issues, not people;
- ix. In specific discussions, make sure to:
 - 1. Disclose interests;
 - 2. Listen fully to understand;
 - 3. Look for ways to address not only your own interests, but those of others as well;
 - 4. Participate, share the floor, be concise;
 - 5. Look ahead; acknowledge the past but don’t rehash it; and
 - 6. Be explicit and factual, and ask for clarification if confused.

- f. Communications:** The facilitator will ensure regular communication. Methods may include:
- i. Email distribution list, periodic press releases/radio/other media, quarterly e-newsletter, etc.
 - ii. Consistent documentation and sharing of meeting notes.
 - iii. Communication with the community when needed.

Messaging created by the ad hoc committees and by the collaborative that will be shared with the broader community and the public should be coordinated to ensure overall consistency.

- g. Amending the Operating Principles:** These Operating Principles can be modified, as needed, with consensus agreement by the Magdalena Collaborative.

Appendix A

Magdalena Collaborative
Landscape Values

The Magdalena Collaborative recognizes the importance of maintaining and collaboratively managing for the following cultural and landscape values in the area of Magdalena, New Mexico. Landscape values are the significant features on the landscape. Cultural values give meaning to the landscape and create attachments between people and a place.

Value	Characteristics	Actors
(1) Wilderness	<ul style="list-style-type: none"> •Solitude •Intrinsic value of biota 	<ul style="list-style-type: none"> •Land management agencies •Wilderness organizations
(2) Stewardship	<ul style="list-style-type: none"> •Sustainable, non-damaging land use •Educating youth and those who are using the land improperly •Intrinsic & functional value of biota •Working with others, understanding various perspectives, working across property boundaries 	<ul style="list-style-type: none"> •Land management agencies •Private landowners •Organized users
(3) Access to Public Lands	<ul style="list-style-type: none"> •Ensuring broad-based access •Maintaining multiple uses •Managing conflicting uses 	<ul style="list-style-type: none"> •Land management agencies •Recreationists, local & visitors •Permittees on Forest Service allotments •Forest industry •Tourism industry
(4) Recreational Opportunities	<ul style="list-style-type: none"> •Ensuring there are areas on public and private lands that are open and accessible for recreational activities 	<ul style="list-style-type: none"> •Land management agencies •Outfitters •OHV users & user organizations •Equestrians & equestrian organizations •Hunters & hunting organizations •Tourists & tourism industry •Local communities
(5) Cultural Sites & Resources	<ul style="list-style-type: none"> •Preserving and protecting historic and cultural sites 	<ul style="list-style-type: none"> •Native American Pueblos & Tribes •Land management agencies •State & Tribal Historic Preservation Offices •Cultural preservation organizations
(6) Community & Economic Development	<ul style="list-style-type: none"> •Attracting more people to the area as tourists or residents •Relationships between communities, agencies and organizations •Working with others, understanding various perspectives, working across property boundaries 	<ul style="list-style-type: none"> •Local governments & communities •Tourism industry •Timber industry

(7) Dark Skies	<ul style="list-style-type: none"> •Regulating light to maintain characteristic of the area 	<ul style="list-style-type: none"> •Astronomy organizations •Local governments & communities •Tourism industry
(8) Watershed Health	<ul style="list-style-type: none"> •Protecting water sources •Trees and forests •Restoration •Controlling exotic species 	<ul style="list-style-type: none"> •Land management agencies •Timber industry •Recreational organizations
(9) Natural Beauty	<ul style="list-style-type: none"> •Preserving scenic viewsheds •Restoring landscapes 	<ul style="list-style-type: none"> •Tourism industry •Recreationists •Local communities
(10) Geology	<ul style="list-style-type: none"> •Protecting geological resources •Education 	<ul style="list-style-type: none"> •Rock hounds •Professional geologists / NM Tech •Mining & mineral interests
(10) Wildlife	<ul style="list-style-type: none"> •Birds •Game species •Predators (control, reintroduction) •Creating & maintaining wildlife corridors •Intrinsic & functional value of wildlife 	<ul style="list-style-type: none"> •Tourists interested in wildlife viewing (e.g. birdwatchers) •Tourism industry •Wildlife conservation organizations •Hunters •Land management agencies (especially N.M. Dept. of Game & Fish, U.S. Fish & Wildlife Service)
(12) Youth Engagement and Development	<ul style="list-style-type: none"> •Involving youth in land stewardship •Education 	<ul style="list-style-type: none"> •Schools •Public agencies & private organizations
(13) Local Industries and Lifestyles	<ul style="list-style-type: none"> •Sustaining ranching industry and culture •Protecting grasslands, reducing invasive species •Restoring forest ecosystems •Maintaining scenic beauty 	<ul style="list-style-type: none"> •Ranchers •Timber industry •Tourism industry •Local communities