
“THE 2-3-2” GUIDING DOCUMENT

BACKGROUND

Land managers, private landowners, communities, and NGOs in both Colorado and New Mexico came together in 2016 to develop a cohesive, multi-faceted strategy to address forest health concerns and protect and enhance water quality in the region. The ensuing collaborative was named the Two Watersheds – Three Rivers – Two States Cohesive Strategy Partnership, better known as “the 2-3-2 Partnership.” The 2-3-2 Partnership brings together a “team of teams” comprised of many diverse individuals and groups including the Chama Peak Land Alliance, Wildfire Adapted Partnership, San Juan Headwaters Forest Health Partnership, San Juan-Chama Watershed Partnership, the All Hands All Lands burn program of the Forest Stewards Guild, and the Rio Grande Water Fund of The Nature Conservancy of New Mexico.

The 2-3-2 Partnership has a history of convening partners across the Rio Chama landscape and has developed trust and shared goals among members. During a cross-boundary tour of the region in 2018, the 2-3-2 Partnership facilitated a meeting between New Mexico and Colorado’s state foresters, the regional foresters from the Forest Service’s Southwestern and Rocky Mountain Regions, and stakeholders to discuss the shared value of resources in the region and opportunities to advance rural economic development through forest management. The Rio Chama Collaborative Forest Landscape Restoration Program (CFLRP) proposal was a logical extension of that conversation and the opportunity to advance ideas and priorities developed by the collaborative.

COLLABORATIVE MISSION

VISION

Working collaboratively across all lands, agencies, and organizations, the 2-3-2 Partnership will coordinate efforts to promote resilient landscapes that protect and improve water resources for communities, provide habitat for wildlife, and support the economic and cultural resilience of communities within and downstream of the 2-3-2 boundary. A collective vision of reestablishing natural fire regimes and reducing wildfire risk has galvanized communities in this landscape.

COLLABORATIVE MISSION

By regularly convening diverse partners, promoting coordinated and holistic planning, and elevating local efforts, the 2-3-2 Partnership aims to facilitate cooperation and information-sharing between organizations working toward landscape conservation with an emphasis on watershed resilience in southern Colorado and northern New Mexico. Partners of the 2-3-2 are committed to integrated

management strategies that include wildlife, aquatic health, and communities alongside forest health and water quantity deliverables, and are informed by the best available science.

Within the landscape, the 2-3-2 Partnership will seek to:

- Reduce the risk of uncharacteristic wildfire;
- Increase the number of fire adapted communities;
- Restore natural fire regimes;
- Increase forest health and diversity;
- Improve fish and wildlife habitat and connectivity;
- Conserve critical wildlife habitat to aid in threatened and endangered species recovery;
- Improve water quality and watershed function;
- Mitigate climate change impacts; and
- Improve response to fire.

The 2-3-2 Partnership will take these priorities for the landscape as it seeks to restore the watershed resilience for the landscape and for the plant, and wildlife, and human communities in the Rio Chama footprint through cross-boundary, collaborative efforts. The 2-3-2 Partnership will advance these efforts through meaningful stakeholder collaboration, the use of best available science, the integration of traditional ecological knowledge, and the leveraging of resources.

MEMBERSHIP & ORGANIZATION

The 2-3-2 Partnership is committed to an open and transparent collaborative process. At all levels of membership, we will seek to include a diversity of stakeholder interests, geographic representation, and expertise. Our efforts will be guided by the organizational structure outlined below. Meetings of the collaborative group will be quarterly, and as needed, to provide opportunities to track progress, to discuss work within the landscape, to coordinate and leverage funding, and to provide both recommendations on and endorsements for work proposed across the landscape. Collaborative meetings, as well as Sub-Committee meetings and field tours will be open to Active Members, and an annual All Hands meeting will be open to the general public.

ACTIVE MEMBERSHIP

An Active Member of the 2-3-2 is an individual or organization who has read and expressed support for the Guiding Documents, including the Mission, Vision, and operating processes of the 2-3-2 Partnership. Active Members are committed to and abide by the ground rules for effective collaboration, and attend, or provide feedback and participation in, all four (4) of the annual meetings. Active members:

- Support the activities of the collaborative
- Participate in collaborative meetings
- Engage with information, ideas, and projects brought to the group
- Are considered voting members, unless a certain affiliation or circumstance requires that they abstain

Active Members show their expression of support by:

- Signing on to the Guiding Documents
- If signing on is not allowing, provide a letter that expresses an appropriate level of commitment

EXECUTIVE COMMITTEE

The Executive Committee is a volunteer group of Active Members who engage at a higher level to support the basic functions and advancement of the 2-3-2 Partnership. The Executive Committee takes their direction from the body of Active Members. This team meets monthly, and works together to advance things like (but not limited to):

- Support administrative leadership of the 2-3-2 by working with the coordinator to develop agendas, identify speakers, etc.
- Stand-up appropriate implementation teams to advance 2-3-2 Partnership supported projects
- Provide support to Sub-committees to develop and advance strong proposals
- Work to engage and maintain participation to ensure a diverse and representative membership

COORDINATION

The Coordinator (s) is responsible for administrative leadership of the 2-3-2 Partnership, including working with the Executive Committee to establish agendas and manage productive Partnership meetings. The Coordinator (s) will work with the Executive Committee to represent the collective interest of the Partnership and its decisions. The Coordinator and/or members of the Executive Committee may serve as a spokesperson and point of contact internally and externally for the community, media, and public at large.

The Coordinator (s) will be identified and proposed by the Executive Committee, and chosen through a consensus vote of the Active Membership.

STAFFING AND TECHNICAL SUPPORT

Coordination and technical support to the Active Membership, Executive Committee and Sub-Committees will be provided, as needed, by a range of local organizations, entities, and individuals. Support could include, but would not be limited to, administrative coordination of the broad collaborative, chairing and facilitation of some Sub-Committees, leadership of community outreach and engagement activities, monitoring and technical support, and communication and coordination with the U.S. Forest Service and other local partner organizations. Funding to support coordination and other staffing needs will be paid for through grants received to partners, the Rio Chama CFLRP, and other funding as identified by the Executive Committee and supported by the Active Membership.

SUB-COMMITTEES

Any Active Member (defined above) of the 2-3-2 Partnership may join one or multiple Sub-Committees. Sub-committees will be assembled and operated as needed to support planning, implementation, community outreach and engagement, monitoring, and adaptive management of restoration across the combined 2-3-2 and Rio Chama CFLRP landscape.

Sub-Committee meetings are open to all Active Members. Each active Sub-Committee will identify a chair or principal point of contact to serve as liaison between the Sub-Committee and the full Partnership. This individual is responsible for keeping the Executive Committee and pertinent 2-3-2 Partnership staff apprised of progress towards goals and deliverables. Decisions and proposals of the Sub-Committee will be developed and advanced via the process outlined below.

Sub-Committees will exist on an as-needed basis, and at their initiation will provide a clear set of goals and deliverables in a simple, written format that is emailed to the Coordinator or member (s) of the Executive Committee.

INTEREST GROUPS

The lands and waterways encompassed within the geography of the 2-3-2 Partnership are important to a diverse set of stakeholders. During the development of the Rio Chama CFLRP proposal, the below interest groups were identified. The Executive Committee and Active Membership of the 2-3-2 Partnership are committed to engaging and including representation from across these interest groups. When an imbalance of representation occurs, specifically during voting processes, the Executive Committee will work to advance fair processes and solutions that acknowledge the diversity of interests inherent to this landscape and decisions about how it is managed.

INTEREST GROUP
At Large
Community Wildfire Protection
Environmental
Forest Products Industry
Local Government
Private Landowners
Recreation and Tourism
Research
State and Federal Agencies
Tribal
Watershed and Water Resources
Agriculture & Grazing
Acequias & Land Grants
Existing Collaboratives

GROUND RULES FOR EFFECTIVE COLLABORATION

The 2-3-2 Partnership, including the Executive Committee, Sub-Committees, and all Active Members

have developed the following list of ground rules to support a productive and effective collaborative process.

ACTIVE MEMBERS AGREE TO ABIDE BY THESE RULES OF COLLABORATION:

- Show respect for the personal integrity and values of all participants, in and outside of meetings
- Be hard on issues, but not on people; offer critique of ideas, not humans.
- We can't address issues if we aren't aware of them. The 2-3-2 Partnership will provide multiple communication channels for issues to be raised.
- Regard disagreements as problems to be solved, rather than as battles to be won.
- Stay solution-oriented: follow statements of disagreement with suggested alternatives.
- Commit to search for opportunities and alternatives: the creativity of the group will often lead to the best solution.
- Listen with an open mind.
- Reflect: consider how our ideas may impact others
- When considering blocking decisions, discern if the resulting actions would be something that can be lived with despite some aspects being disagreeable; only block when very foundational principles for the Partnership's work would be compromised.

ACTIVE MEMBERS AGREE TO ABIDE BY THESE RULES FOR MEETING BEHAVIOR:

- Abide by the Basic Rules of Collaboration (above).
- Come to meetings prepared and on time.
- Refrain from side conversations during the meeting.
- Voice your concerns during meetings and take the time to resolve those concerns.
- Monitor your participation and limit or expand your contributions as appropriate; no lectures.
- Seek consensus by seeking solutions that meet the needs of all participants, and recognize it may not always be possible.
- Respect the role of the facilitator or coordinator and their commitment to a fair, effective process, which will include: encouraging compliance with ground rules, serving as a confidential channel of communication for members and observers, and remaining neutral with respect to the outcome of the deliberations.

DECISION-MAKING

The 2-3-2 Partnership thrives because of the wisdom and experience of the member organizations and their respective representatives. The Partnership is committed to robust discussions by a diverse group of people and organizations. For this reason, the Partnership welcomes participation by individuals and entities interested in a cohesive approach to managing resources in the 2-3-2 Partnership landscape.

Partner and stakeholder representatives will participate in discussions from the perspective of their particular organization or agency, while acknowledging that the success of the group requires a willingness of all participants to emphasize landscape-scale success over individual missions. However, the Partnership and its individual members acknowledge that its strength is, in many ways, derived from

the unique objectives, structures and approaches of the individual organizations that come together to share lessons learned and develop creative approaches to landscape-scale work.

Active Members and Sub-Committees make their decisions by consensus, which means the group is committed to finding solutions that everyone in the group can actively support, or at least agree to live with. Members must have 'Active Membership' status (see "Active Membership" above) to participate in decision-making. If consensus cannot be achieved at either the sub-committee or full Active Membership level, divergent proposals or decisions may be elevated to the Executive Committee for additional comment or recommendations, or a decision may be made with less than full consensus, based on the criteria and process outlined below.

The Executive Committee and Active Membership maintain the right and ability to return proposals to Sub-Committees, agencies, organizations, or individuals, for further development or deliberation, if consensus cannot be reached.

Full decision-making processes are summarized below.

SUB-COMMITTEE DECISION MAKING PROCESS

<i>Level of Agreement</i>	<i>Member commitment and communication</i>
Consensus: 100% support from members	<ul style="list-style-type: none"> • All members are either supportive of the proposal or willing to agree. • Members are expected to publicly support the collaborative process, regardless of any reservations they may have about the decision.
<p>No consensus: Alternative proposals with percent support from members are developed.</p> <p>If consensus is achieved with the exception of one person, there is the possibility of asking one person to "stand aside".</p>	<ul style="list-style-type: none"> • The group does not reach full consensus on a proposal • Alternative proposals are developed with clear documentation of the level of agreement - i.e., percent support - from members. • Members are expected to publicly support the collaborative process, regardless of any reservations they may have about the decision.

-> Consensus proposals or alternative proposals are submitted to the Executive Committee for any questions and to determine a timeline and venue for presentation to the Active Membership.

ACTIVE MEMBERSHIP, DECISION MAKING PROCESS

<i>Level of Agreement</i>	<i>Member Commitment and Communication</i>
Consensus: 100% support from members	<ul style="list-style-type: none"> ● All members are either supportive of a single proposal or willing to live with it as an official recommendation of the 2-3-2 Partnership; ● Members are expected to publicly support the collaborative process, regardless of any reservations they may have about the decision.
No consensus: Two-thirds vote of Active Members	<ul style="list-style-type: none"> ● The Active Membership does not reach consensus on a single proposal. ● The Active Membership makes an official recommendation by a two-thirds vote of Active Members. ● Members are expected to publicly support the collaborative process, regardless of any reservations they may have about the decision.
Proposal (s) returned to Sub-Committee or originator of proposal (agency, individual members, etc.).	<ul style="list-style-type: none"> ● After deliberation and discussion, the Active Membership returns proposal (s) to the Sub-Committee (or other originator of proposal) for further work and consensus-building.

*This document was inspired significantly by the Deschutes Collaborative Forest Project. We so appreciate their willingness to share with us: <http://deschutescollaborativeforest.org/> *