

## Introduction

The Montelores Coalition is a diverse group working together to serve the unique needs of our communities and lands by balancing sustainable outdoor recreation and conservation of natural resources, and economic development opportunities in and around Montezuma and Dolores counties in Southwest Colorado.

Visitors and locals alike are drawn to Southwest Colorado for its natural surroundings, abundant wildlife populations, cultural history, and outdoor recreational opportunities. Recreation Tourism helps drive the economy and improve the healthy lifestyle of those who live in this diverse community. However, with demand for outdoor access, roads and trails, water resources, and open spaces increasing, there is a need to coordinate thoughtful planning and decision-making regarding the development of outdoor recreational opportunities in response to increasing demand. These opportunities need to be explored in the interest of enhancing enjoyment, mitigating user conflicts, conserving wildlife habitat and populations, and reducing or eliminating other long-term environmental impacts.

There are many agencies and programs that manage natural and cultural resources, outdoor recreational opportunities, and conservation in Montezuma and Dolores Counties, and work to protect the environment. These entities often undertake planning and policy-making processes. These processes often need, and sometimes require public input. The Montelores Coalition is a diverse representative body poised to deliver non-binding input to these planning and policy-making processes and entities at a local, state and federal level.

This Charter outlines the purpose, scope and foundational principles of the Montelores Coalition along with its ground rules, governance structure, and media protocols.

## Purpose

The Montelores Coalition has three purposes;

- To develop and facilitate a community forum that will represent stakeholders and agencies and work to develop a collaborative environment for information sharing, understanding, discussion, input, and outreach.
- To provide non-binding insights and recommendations to land managers engaged in outdoor recreational planning processes and/or policy decisions in Montezuma and Dolores Counties.
- Collaborate to balance strategic planning and implementation of activities surrounding sustainable recreation development while conserving wild landscapes, wildlife, and habitat.

## Scope

The Montelores Coalition strives to:

- Identify opportunities that:
  - 1) Maintain and enhance high-quality outdoor recreation activities while maintaining healthy ecosystems, cultural heritage, thriving wildlife populations, clean water, and vibrant landscapes.
  - 2) Balancing recreation development and infrastructure with working agricultural lands and the wild, open landscapes, while protecting areas that are spatially or temporally sensitive for wildlife species and natural resources. of Montezuma and Dolores Counties.
  - 3) Support economic development opportunities

The Montelores Coalition's geographic range includes Montezuma and Dolores counties, and adjacent lands.

The Montelores Coalition's stakeholders include outdoor recreation user groups; agriculture; economic development interests; wildlife and environmental advocates; local, tribal, state, and federal agencies.

## Foundational Principles

The Montelores Coalition is founded upon the following principles for membership and collaborative engagement on issues related to outdoor recreation, wildlife and natural resources conservation, economic development, equity and access, and sustainability in Montezuma and Dolores counties and with the Ute Mountain Ute tribe.

Members of the Coalition:

The Montelores Coalition shall collectively represent the types of interests, livelihoods, and/or land ownership found within the Coalition's geographic area. Members agree to:

1. Recognize that outdoor recreation and the related economic development are important to the southwest corner of the state, locals and visitors, and that this needs to be balanced with conservation of our natural and cultural resources.
2. Recognize the diverse needs, viewpoints and creative solutions. We are here to collaborate, share diverse points of view and inform land managers.
3. Recognize that any new outdoor recreational opportunities need to mitigate user conflicts and reduce or eliminate long-term environmental impacts. We are here to develop sustainable opportunities - we need to encourage outdoor recreation opportunities that mitigate conflict, environmental impact and wildlife habitat degradation.



4. Commit to understanding factors related to potential human and environmental impacts with the intent to improve the current situation.
5. Commit to understanding each other's interests, respecting that interests can be divergent, and working toward solutions that value these various interests, including those related to environmental, social, and economic viability, and recognize that full agreement on all issues is not necessary to pursue specific opportunities for collaboration on certain issues.
6. Commit to utilizing sound science and evidence in discussions to develop an outcomes-based approach and promote implementation of shared solutions.
7. Fostering the collaborative relationship within the region.

## Ground Rules

The following ground rules encourage productive and collaborative deliberation. All Coalition members will agree to follow them and give facilitators authority to enforce them:

- **GOOD FAITH:** Act in good faith in all aspects of group deliberations with the intent to promote joint problem solving, collaboration, and collective, common-ground solutions.
- **OWNERSHIP:** Take ownership in the outcomes and the success of the process.
- **FOCUS:** Maintain focus on the process scope and meeting objectives; stick to the agenda item being discussed.
- **LISTENING and PHONES:** Listen to each speaker rather than preparing your response; no interruptions; refrain from use of smart phones and other technologies.
- **PARTICIPATION:** Participate actively, speak briefly, and agree succinctly.
- **RESPECT:** Disagree judiciously and without being disagreeable; do not engage in personal attacks; in all contexts, refrain from behavior that denigrates other participants or is disruptive to the work of the group.
- **PREPAREDNESS AND COMMITMENT:** Prepare for and attend each session and get up to speed if you miss a meeting.
- **REPRESENTATION AT THE DISCUSSION TABLE:** Participation in discussions is by invitation, with intent to include a variety of interests and perspectives. Discussions are open to public observation and may include written and/or verbal opportunities for the public to provide comment when deemed necessary or appropriate.
- **REPORTING:** Facilitators will prepare detailed summaries of each meeting. A final

report will capture key interests, proposed solutions, consensus where applicable, and the range of perspectives where consensus does not exist. Summaries and reports will not attribute specific concepts or perspectives to individuals or organizations unless those individuals/organizations presented as a formal item on the agenda.

- **DISCRETION:** To enable collaborative problem-solving, use discretion when externally characterizing or commenting on discussions or issues.
- **FACILITATION AND CONFLICT RESOLUTION:** Let the facilitator facilitate; allow them to enforce the ground rules and engage them with any concerns.

## **Structure and Governance**

The Montelores Coalition is the primary body and is made up of representatives from user groups and other interests.

### **Executive Committee**

The Executive Committee is the primary administrator, and decision-making body of the Montelores Coalition and is made up of the agencies, local governments and community leaders that enact plans and policies related to recreation in Montezuma and Dolores counties, and surrounding lands. Discussion Groups can also be created to address specific issues that need more in-depth discussions and are convened with a higher frequency of meetings for a defined time period.

### **Coalition Roundtable**

A Coalition Roundtable will involve representation from different organizations and entities coming together to discuss common goals, challenges, and strategies. The structure can include facilitated discussions, presentations, and brainstorming sessions aimed at fostering collaboration and consensus-building among participants.

The benefits of a coalition roundtable include:

1. **Knowledge Sharing:** Participants can share insights, best practices, and lessons learned from their respective organizations, enhancing collective understanding.
2. **Networking:** It provides an opportunity for networking and relationship-building among stakeholders with similar interests or objectives.
3. **Problem-Solving:** Collaborative problem-solving allows for the exploration of innovative solutions to shared challenges.



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4. Resource Mobilization: Participants may identify opportunities for resource-sharing or joint initiatives, maximizing efficiency and impact.
5. Advocacy and Influence: A united front through coalition building can amplify efforts and increase influence on decision-makers.

Overall, the Coalition Roundtable serves as a platform for cooperation, coordination, and synergy among diverse stakeholders, ultimately advancing common goals and objectives.

### Executive Committee

**Overview:** The Executive Committee is the primary decision-making body for agenda setting and administration of the Coalition Roundtable. It is a body of land, wildlife and natural resources managers and local government staff that approves issues to be brought to the Coalition Roundtable for discussion. It executes the priorities and function of the Coalition Roundtable with the input of Coalition Roundtable members. The Executive Committee will seat and administer its activities and make decisions regarding new seats and any potential violations of the Foundational Principles and Ground Rules. Executive Committee members are also ex officio members of the Coalition Roundtable. The Executive Committee shall contain the following members, each of whom shall reside within the geographic boundary of the coalition, as specified below.

1. One (1) Member appointed by the governing body of each county and city or town within the borders of the Coalition.
2. One (1) Member appointed by the governing body of the Ute Mountain Ute Tribe.
3. One (1) Member appointed by the United States Forest Service.
4. One (1) Member appointed by the Bureau of Land Management.
5. One (1) Member appointed by the National Park Service.
6. One (1) Member appointed by Colorado Parks and Wildlife.
7. One (1) Member who shall represent agricultural interests.
8. One (1) Member who shall represent tourism/destination management interests.
9. One (1) At-large Member.



***Roles and Responsibilities:*** The Executive Committee works together to develop organizational plans and goals that adhere to the organization’s vision, mission and purpose. The Executive Committee is the primary decision-making body for administration of the Coalition Roundtable; it approves its Charter, membership requirements, and funding model; sets agendas and action plans; establishes Discussion Groups; and, where applicable, reviews Discussion Group recommendations to ensure they are within the scope of the issue at hand.

The Executive Committee will work with the facilitators to identify and address emerging issues and opportunities, review proposed agendas for Coalition Roundtable meetings, and review and determine appropriate action on new membership requests. Meetings: Executive Committee members are expected to attend all Executive Committee meetings and Coalition Roundtable meetings and honor all aspects of this Charter. It is anticipated that the Executive Committee will meet a minimum of 6 times per year to determine appropriate issues for Coalition Roundtable discussion. Other meetings of the Executive Committee may be called on an as needed basis.

***Decision-Making:*** The Executive Committee will make decisions on the issues to be brought before the Coalition Roundtable, seating of Coalition Roundtable members, funding and administration of the Coalition Roundtable, and potential removal of Coalition Roundtable members for Charter infractions (see below). The Executive Committee will strive for consensus on all decisions. Consensus is defined as an agreement that members can support or abide by and to which they do not formally object. In the absence of consensus, and unless otherwise specified, all decisions require the approval of a three-fourths majority of the Executive Committee. Absentee voting is permitted.

***Officers and Executive Committee:*** The Executive Committee may choose to establish officers to streamline Coalition Roundtable planning and communications with the facilitator. Such a decision must be made according to the decision-making processes outlined in this Charter. The Executive Committee may also informally appoint ad hoc leadership on a given topic, meeting, or agenda, based on the recreational issue and jurisdiction at hand.

***Officers:*** The Executive Committee may appoint the following officers:

***Committee Chairperson*** - Executive Committee members shall vote amongst themselves to elect a chairperson to serve as the head of board and committee meetings. The Executive Committee Chair shall run roundtable meetings, appoint committees and perform other duties as directed by this charter.



***Vice Chair*** - shall perform the duties of the Executive Committee's Chairperson in their absence.

***Secretary*** - shall maintain the board's corporate records, including meeting minutes and other documents.

***Treasurer*** - shall oversee the organization's annual budget, financial audits, investments, and other high-level financial policies. The Treasurer is not responsible for day-to-day operations of the organization.

***Terms of Executive Committee Members:*** Executive Committee members shall be selected internally by their respective agencies and serve a two (2) year term, which is renewable by vote of the Executive Committee, with no limit on number of terms served. The first appointment of Executive Committee members shall be staggered as: Chair serves a two (2) year term, Vice Chair serves a one (1) year term, Secretary serves a two (2) year term, and Treasurer serves a (1) one year term. All agencies shall keep a representative appointed. If an Executive Committee member expects an extended absence, they shall request an alternate to represent the agency until their return. Elected Executive Committee members shall serve a two (2) year term, with a limit of two terms served. Elections will be held annually at an Executive Committee meeting. Each person so elected shall hold office until the resignation of such person or a successor shall be duly elected and qualified, until the death of such person, or until removal of such person in the manner herein provided.

## Coalition Roundtable

***Overview:*** The Coalition Roundtable includes stakeholders, organizations and individuals interested in working collaboratively to advance the purpose of the Coalition. Members will discuss, deliberate and to the extent possible, work to provide perspective regarding specific outdoor recreation and conservation issues. These will be provided to the planning or policy-making body responsible for the given issue. The Coalition as a whole will abide by the foundational principles, ground rules and media protocols found in this Charter.

***Roles and Responsibilities; Consensus-Based Decision-Making:*** Except as otherwise specifically set forth in the Bylaws, a concerted effort shall be made by the Roundtable to reach decisions by Consensus. The goal of Consensus is to respect and protect minority opinions on all issues. If objections are not voiced when considering an issue, then Consensus is assumed and the issue moves forward. In other cases, one or more individuals might wish to express a minority opinion, which shall be entered into the record, but the item under discussion shall then move forward provided that Consensus is reached.

Decision-making roles of Coalition Roundtable members include the development of



non-binding advice and recommendations regarding recreation and conservation issues in Montezuma and Dolores counties and surrounding areas. While the Coalition Roundtable has not been developed as a voting body, all feedback will be sought and considered resulting in general agreement regarding the activities that the Coalition Roundtable can plan and implement that have the potential to make positive on-the-ground impacts. Issues to be discussed may be suggested to the Executive Committee for inclusion on the agenda of a future Stakeholder meeting. Note that the Coalition Roundtable has been convened to provide perspective to agencies, local governments and community leaders regarding recreation planning and policy making processes and decisions. The Coalition Roundtable is not convened to hold conversations that do not have a direct line to a near-term action of some kind.

The process for submitting recommendations to the Executive Committee regarding agenda items to be taken up by the Coalition Roundtable is as follows:

1. Coalition members will complete the provided form that includes: name; topic; how is this a priority for the Coalition?; what is the timeline for this project?; what land, wildlife or natural resources management agency(ies) would be involved?; what agency would be the project lead?; what are the potential issues?; what are the potential solutions?; and, what needs to be discussed by the Coalition?
2. The agency listed as the lead will decide as to whether this is an issue that has agency support to begin a process that involves some type of action.
  - a. If yes, the lead will forward on to the Executive Committee to determine when it can be included on a Coalition Roundtable agenda.
  - b. If no, the lead will inform the member that the Coalition Roundtable will not be taking up the issue.

***Coalition Roundtable Members:*** Coalition Roundtable members must comply with the conditions of membership set forth in this Charter. Coalition members interested in serving on the Coalition Roundtable are required to complete and provide to the Executive Committee an application form for their first term. First terms will be staggered with 50% of appointed members serving a two (2) year term and 50% of appointed members serving a one (1) year term, chosen by blind vote of the Executive Committee. Thereafter, all members will serve two (2) year terms. There are no term limits. Coalition Roundtable Members shall make every effort to attend all meetings.

***Adding New Member Seats or Replacing Members that Resign their Seats:*** New member seats will be added if new user groups or unrepresented interests express a need to join the Coalition Roundtable. New seats will be added upon review and approval of the Executive Committee. New seats may be immediately filled via the



application process. If a Coalition Roundtable member voluntarily resigns from their seat prior to the end of their term, the Executive Committee can choose to fill the seat with another appropriate representative or open an application process. New members must comply with the conditions of membership set forth in this Charter and must also agree to honor Coalition agreements made prior to their membership.

***Removal of Coalition Roundtable Members:*** Removal of Coalition Roundtable members may occur due to lack of participation or due to failure of the member to adhere to the Foundational Principles, Ground Rules, Media Protocols, or other provisions contained in this Charter. The member in question may choose to remove themselves voluntarily from the Roundtable or may request a dispute resolution process. The dispute resolution process entails:

1. Notification in writing to the full Executive Committee of a potential infraction from a Coalition Roundtable member, the facilitator, or an Executive Committee member.
2. Teleconference call of the Executive Committee to determine whether a violation may have occurred. If so, the following steps may be taken:
  - a. Notice via email to the Coalition Roundtable member.
  - b. Teleconference call set up to work on mitigating damage and/or determining an appropriate path forward.
  - c. After the call, an Executive Committee discussion will be held (and a vote as necessary requiring approval of three-fourths majority) determining:
    - i. No action warranted
    - ii. A warning issued
    - iii. Expulsion from the Coalition Roundtable
    - iv. Findings issued to the member regarding the Executive Committee's decision

Note: If a warning is issued, any additional infractions may result in immediate expulsion.

If a seat is vacated, see above - Adding new member seats or replacing members that resign their seats.

***Quorum:*** The presence of at least 50% of current Coalition Roundtable members constitutes a quorum.

***Meetings:*** Coalition Roundtable meetings will be scheduled on a regular basis with guidance from the Executive Committee. It is anticipated that the Coalition Roundtable will initially meet monthly followed thereafter by meetings every other month. All

meetings will be attended in-person when possible.

**Representation:** The Coalition Roundtable will include interested stakeholders from groups listed below, at-large members and the Executive Committee. It is the responsibility of the Executive Committee to monitor Roundtable composition, ensure each user group has an equal voice regardless of number of representatives, and to actively seek out members for unrepresented voices. It is intended that the following recreational users and interest groups will be represented on the Roundtable:

The entire Executive Committee, sixteen (16) seats, shall be entitled to Coalition Roundtable membership.

1. natural resources and environmental interests by a regionally, state-wide, or nationally recognized environmental conservation organizations that have operated in Colorado for at least five years;
2. adaptive user interests;
3. indigenous user interests;
4. economic and community development interests;
5. an accredited land trust;
6. agriculture user interests;
7. equestrian user interests;
8. hunting and fishing user interests;
9. backcountry user interests;
10. Co Dept. of Transportation;
11. motorized recreation user interests;
12. non-motorized recreation user interests (bike, ski, raft);
13. recreational boating user interests;
14. hiking, trail running and quiet use user interests;
15. wildlife conservation user interests;



### ***Roundtable Leadership***

***General Powers*** The Roundtable Leadership shall have the power to manage the business and affairs of the Roundtable in such manner as it sees fit. In addition to the powers and authorities expressly conferred upon it, the Roundtable Leadership may do all lawful acts which are not directed to be done by statute or by these Bylaws.

***Number and Qualifications*** The Roundtable shall have one Chair and a Vice-Chair. Except when elected by acclamation, the Chair and Vice-chair shall be nominated and selected by secret ballot vote; and the Chair shall be selected by a majority of Roundtable Members; the Vice-Chair shall be the Member receiving the second highest number of votes. Members of the Executive Committee may be elected as Chair or Vice-Chair of the Roundtable. The Chair and Vice-Chair shall serve a two (2) year term with no limit on the number of terms served.

***Election and Term of Office*** The Chair, and Vice-Chairs shall be elected annually by the Roundtable at its annual meeting with no limit on the number of terms served. Each person so elected shall hold office until the resignation of such person or a successor shall be duly elected and qualified, until the death of such person, or until removal of such person in the manner herein provided.

***Removal*** Any person elected or appointed by the Roundtable may be removed by a super majority vote of the Roundtable whenever, in its judgment, the best interests of the Roundtable would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

***Vacancies*** A vacancy in any elected position because of death, resignation, removal, disqualification or otherwise may be filled by the Roundtable for the unexpired portion of the term.

***The Chair of the Roundtable*** The Roundtable shall select a Chair. The Chair shall preside at all meetings of the Roundtable. The Chair shall also see that all notices are duly given in accordance with the law and the provisions of the Bylaws.

***The Vice-Chair of the Roundtable*** The Roundtable shall select a Vice-Chair. In the absence of the Chair or in the event of the death or inability or refusal to act of the Chair, the Vice-Chair shall perform the duties of the Chair and when so acting shall have all the powers of and be subject to all the restrictions upon the Chair. In the event of the resignation of the Roundtable Chair, the Vice-Chair serves as the new Chair.

***Salaries*** Neither the Chair nor the Vice-Chair shall receive a salary from the Roundtable for their work on behalf of the Roundtable.

### **Facilitator**



The Facilitator (or team of facilitators) is a third party responsible for facilitation, mediation, and project management as related to activities of the Executive Committee, Discussion Groups, and Roundtable at large that require facilitation. The Facilitator is responsible for:

- Helping to design the process and ensuring that it runs smoothly,
- Maintaining contact lists and communications with participants,
- Developing agendas, facilitating meetings, producing meeting summaries and following up with members on action items,
- Promoting full participation of all Roundtable members, and –where possible- helping the parties resolve their differences and work toward consensus on issues.
- Is responsible for timely turnaround on required approval items.
- The Facilitator will also be available to consult confidentially with Coalition Roundtable members during and between meetings.

The Facilitator serves at the pleasure of the Executive Committee and subject to available funding to support its activities. The Facilitator will remain neutral regarding substantive discussions, outcomes, and recommendations of the Roundtable.

## **Media Protocols**

Media following protocols are provided to ensure that Coalition Roundtable members utilize approved messages and processes when communicating on behalf of the Coalition Roundtable and that individual member's interests are protected through the accurate characterization of their association with the Coalition Roundtable.

- Do not characterize or attribute the opinions or positions of other members of the Coalition Roundtable.
- Only use pre-approved messaging that has been agreed upon by the Coalition Roundtable when characterizing the Coalition Roundtable on behalf of its members, and when characterizing the roles and commitments of members.
- Be clear to delineate your own opinion or interest from the agreed-upon messaging of the Roundtable.
- Press releases from the Coalition Roundtable will be reviewed and agreed to by the Executive Committee prior to their release. The Facilitator will coordinate the development, review, and submission of media releases under a timely process. Releases will be submitted



by the Facilitator or other designated communications specialist on behalf of the Coalition Roundtable.

- Individual members should not make announcements on behalf of the Coalition Roundtable. Members planning their own media releases and/or other formal communications that reference or characterize the Coalition Roundtable outside of pre-approved messaging – including but not limited to web copy and presentations – should submit the draft materials to the Facilitator for review at least one week prior to the intended public release date. The Facilitator will review the materials for consistency with agreed-upon messaging and, where necessary, coordinate with the Executive Committee for further review.
- If you receive a media inquiry to speak on behalf of the Coalition Roundtable, you are encouraged to coordinate with the Facilitator prior to providing answers to interview questions; you may also feel free to refer the inquiry directly to the Facilitator.

## **Amendments to the Charter**

The Executive Committee will strive for consensus in all amendments to this Charter. Consensus is defined as an agreement that participants can support or abide by and to which they do not formally object. In the absence of consensus, amendments require approval by a three-fourths majority of the Executive Committee.

Signed By

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Executive Committee Chair, Thomas Rice, USFS – CO

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Executive Committee Vice Chair, Joseph Manning, BLM

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Executive Committee Member, Paul Morey, National Park Service



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Executive Committee Member, Jessica Thurman, Ute Mountain Ute Tribe

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Executive Committee Member, Jamin Grigg, CPW

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Executive Committee Member, Steve Garchar, Dolores County

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Executive Committee Member, James Dietrich, Montezuma County

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Executive Committee Member, Kalin Grigg, Town of Dolores

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Executive Committee Member, Jason Armstrong, Town of Mancos

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Executive Committee Member, Lanea Donahoo, Ag Representative

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Executive Committee Member, Brian Bartlett, Mesa Verde Country