

## Amador-Calaveras Consensus Group (ACCG) **Facilitation Services**

Proposer: **Consensus Building Institute, Inc.**

Contact: **Laura Sneeringer**

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## Overview, Experience & Qualifications

### Background

The Amador-Calaveras Consensus Group (ACCG) is a community-based organization that works to create fire-safe communities, healthy forests and watersheds, and sustainable local economies. The group has been working since 2018, primarily in the upper Mokelumne River and Calaveras River watersheds in the California Sierras. In 2012, the ACCG “Cornerstone Project” was funded as one of the few Collaborative Landscape Restoration Projects in California. Most of the group’s focus has been on U.S. Forest Service projects in recent years.

The ACCG seeks professional facilitation and conflict resolution services to support the following goals:

- Ensure respectful and productive meetings and restore trust among members
- Improve consensus decision making processes
- Develop skills of ACCG members to self-govern in the future

### Experience & Qualifications

The Consensus Building Institute (CBI), since 1993, has improved the way that leaders collaborate to make organizational decisions, achieve agreements, and manage multi-party conflicts and planning efforts. A nationally and internationally recognized not-for-profit organization, CBI provides strategic planning, organizational development and high-skilled facilitation for state and federal agencies, non-profits, and international development agencies around the world. CBI senior staff are affiliated with the MIT-Harvard Public Disputes Program and the MIT Department of Urban Studies and Planning.

***CBI Highlights***

*Consensus building and conflict resolution expertise*

*Extensive experience working in the CA Sierras on natural resource issues*

*Experience working with diverse stakeholder groups*

CBI practitioners’ multi-organizational business and government, U.S. and international experience allows CBI to bring diverse experience and expertise to an organizations’ challenges. CBI’s areas of expertise include:

- Leadership visioning and goal setting
- Organization-wide strategic planning
- Goal setting and strategy for major organizational initiatives
- Creating and maintaining inter-organizational partners and coalitions
- Stakeholder and public consultation on organizations goals, strategy and initiatives
- Facilitating organizations toward agreed-upon outcomes to achieve success

CBI has experience working in the U.S. and Canada on large-scale landscapes, public lands, wildland fire issues, including natural resources management and water supply. CBI facilitators are especially skilled at communicating challenging technical information in ways that can be understood and used by stakeholders who have ranging levels of background and knowledge.

CBI facilitators have worked on a range of issues in the Sierra Nevada. CBI is currently facilitating the In addition, CBI is currently facilitating a dialogue among scientists and stakeholders on metric for resilience under the auspices of the Sierra Nevada Conservancy.

More information about CBI can be found at [www.cbi.org](http://www.cbi.org). The website includes general descriptions of services, detailed staff CVs and bios, case studies and related documents, and a knowledge center with various articles, blogs, tools, and exercises.

## Staffing Plan

CBI proposes Laura Sneeringer to serve as the lead facilitator and day-to-day contact and Gina Bartlett to serve as a strategic advisor to share best practices and considerations from similar efforts.



**Laura Sneeringer** is a highly skilled facilitator and mediator with nearly 15 years of experience helping diverse stakeholders collaborate on complex and often contentious environmental and public policy issues. She conducts assessments, designs and facilitates multi-party decision-making processes, mediates high conflict situations, designs and conducts stakeholder engagement, and provides capacity building for stakeholders. Laura has worked on a wide range of topics such as water resource planning, forest management, land use and transportation planning, energy development and wildlife issues. She also focuses on improving organizational effectiveness through strategic planning, partnership building within and across organizations, and individual coaching. Laura is known for her ability to organize and effectively communicate complex technical information and for being an action-oriented facilitator.

Laura facilitated the development of the Fourmile Creek Watershed Plan, which outline priorities for recovery and long-term resiliency of a canyon in Colorado that had experienced both significant fire and flood damage. She led community engagement efforts to obtain input and buy-in into the plan and implementation of associated creek restoration and roadway construction. She supported Joint Fire Science Program Roundtables focused on biomass removal, smoke management and air quality, and risk management, and facilitated input sessions for the Forest Service Planning Rule. Laura has facilitated diverse stakeholder groups, that included volunteer community representatives, in contexts such as parks and recreation, watershed planning and transit and bike and pedestrian infrastructure planning. Laura often facilitates dialogues to help struggling groups improve operations and leads strategic planning discussions to refine priorities and action plans.



**Gina Bartlett** has more than 20 years of experience in consensus building and collaborative planning on complex public policy and organizational issues. She has helped leaders with diverse perspectives collaborate on a range of policy areas: water, natural resources, climate adaptation, land management, scientific and technical issues, energy, and education. Gina has extensive senior-level experience working in the Sierra Nevada on issues related to public lands, fire, and resource management, and has worked extensively with stakeholders and the Forest Service in California since 2005.

Gina has a wide range of relevant project experience, including but not limited to:

- Facilitating the South Fork American River Cohesive Strategy
- Facilitated development of the Cosumnes, American, Bear and Yuba Rivers Integrated Regional Water Management Plan
- Facilitated the Sierra Cascades Dialogue, which grapples with managing public and private lands in the Sierra and Cascades mountain ranges
- Facilitated forest management dialogues in the Stanislaus National Forest and Sierra National Forest

- Conducted assessments in the Sierra and Sequoia National Forests to grapple with longstanding conflicts centered on public lands and resources management
- Facilitated development of the San Gabriel Mountains National Monument public involvement plan
- Facilitated numerous meetings for the Sierra Nevada Conservancy, the state agency that works on an all lands approach throughout the Sierra Nevada
- Worked extensively to design statewide California-perspective on the Forest Service Planning Rule
- Co-authored with leading California stakeholders and the Forest Service's Regional Office social scientist entitled, "Interest-Based Deliberative Democracy in Natural Resource Management: New Leadership Lessons Required for New Public Governance," in *New Public Governance: A Regime-Centered Perspective*. Edited by B. Cook (M.E. Sharpe 2014)

More details on Laura and Gina's relevant experience is provided in the attached resumes.

## Proposed Approach

CBI proposes the following tasks:

### ***Conduct Assessment***

CBI would interview a representative group of ACCG members to gain a better understanding of where members want to focus their energy and how the facilitator can help them be successful. Conversations would be confidential though themes would be shared with the ACCG members.

Sample questions include:

- What value does the ACCG bring you? Why do you participate?
- What would you like to see the ACCG accomplish in 2 years? 5 years? 10 years?
- What are the ACCG's strengths and if/how can we build upon them?
- What are areas for improvement or challenges with the ACCG?
- What substantive topics or projects should the ACCG be focusing on? Where do you anticipate significant conflicts?

### ***Develop Work Plan***

CBI would develop a draft Work Plan and facilitate a conversation among all ACCG members to refine it. It is likely that the Work Plan would include the following components.

**Refine Operating Guidelines:** The ACCG Memorandum of Agreement (MOA) may need to be refined to clarify roles and expectations. For example, the MOA does not clearly describe members' decision making authority, how consensus is defined, and what happens if the group cannot come to consensus. Consensus decision-making is a process by which a group strives to make a decision that all members can support. Reaching a consensus requires all group members to educate each other about important needs and concerns and develop an integrative decision that addresses and satisfies both individual and group interests to the greatest extent possible. The definition of consensus spans the range from strong support to neutrality, to abstention, to "I can live with it." Most consensus decisions require meaningful dialogue to explore issues and underlying needs and concerns before participants are ready to decide on the path forward. In most cases, discussions may involve multiple meetings in order to provide time for additional information collection, to explore options and to consult with constituents.

Other modifications to the MOA may include refining language to be more succinct and clear, and adding expectations related to typical challenges. For example, ACCG members may want

to add expectations for how much time is needed to discuss project proposals since some members are going outside the group to plan projects and then presenting them at the last minute to help secure project funding. It would be helpful to review behavior norms in order to promote a more respectful and productive space.

**Develop Recommendations for Specific Projects and Cross-Cutting Substantive Issues:** CBI and ACCG members will use information from the Assessment to refine what topics they want to focus on for decision making. This could include upcoming projects for review and determining parameters or the “zone of agreement” for broad topics that are likely to re-occur across proposed projects (e.g., herbicide use and owl habitat management). While each proposed project has its own unique considerations, ACCG members may be able to review them more quickly if they’ve already discussed workable options or parameters for typical issues.

**Provide Information Sharing Opportunities:** Recent full-group meetings have primarily involved presentations and information exchange. Members appreciate this forum and it is important to keep as a key element in the Work Plan. It would be helpful to connect these presentations to the cross-cutting substantive issues when possible.

### ***Design and Facilitate Meetings***

CBI would hold planning conference calls with the Administrative Work Group to design agendas for general meetings. CBI would bring its process design lens to ensure objectives are clear, background information is provided in an understandable way and ample time is provided for each topic. CBI would develop final agendas and coordinate with presenters as needed. The Administrator would likely organize all logistics and distribute materials for advance preparation, though CBI would be available to provide support. CBI would work with the Forest Service Collaborative Forest Landscape Restoration Act (CFLR) coordinators staff to develop the Planning Group agendas.

During meetings CBI would clarify the purpose of the meeting and how it connects to the overall process, encourage all members to actively participate, capture agreements and action items, and ensure that the group is staying on track and meeting objectives. When differing perspectives and viewpoints emerge, CBI would encourage members to deepen understanding of each other’s perspectives and find creative ways to meet everyone’s needs to the greatest extent possible. In order to encourage a respectful and safe space, CBI would review behavioral norms at the beginning of the first few meetings and enforce them. If this continues to be a problem, CBI would have individual conversations with relevant members.

CBI would review meetings summaries developed by the Administrator to ensure they include key agreements, discussion, and action items. CBI is also available to develop meetings summaries.

### ***Serve as a Point of Contact for ACCG Members***

CBI would have individual conversations with members, as needed, to re-engage them in the process, better understand any concerns shared at meetings, or coach them on how to be more productive participants.

### ***Stakeholder Skill Building (Optional)***

CBI has numerous collaborative skill building training modules that it can provide, as requested. CBI expects that trust will be reestablished over time if expectations are clear and meetings are well-run.

However, if this continues to be a problem CBI could provide trainings on topics such as trust building, the mutual gains approach to problem solving, and effective communication.

**Stakeholder Communication and Engagement (Optional)**

CBI often provides broader stakeholder communication and engagement services such as serving as the point of contact for key stakeholders, maintaining project websites, developing newsletters and other communication materials, and designing and implementing broader public engagement efforts. These activities are currently conducted by the Administrator and CBI is available to provide support.

**References**

Contact	Reference Context
Chris Lieber, NES, Inc. (former Park Development Manager, City of Colorado Springs Parks and Recreation) 719-440-5102   clieber@nescolorado.com	Reference for Laura Sneeringer’s facilitation of diverse community task force groups and broader community engagement for the 2040 Pikes Peak Area Regional Transportation Plan and coordination among volunteer friends groups related to parks maintenance efforts
Dana Coelho, Urban and Community Forestry, Forest Service Rocky Mountain Region 303-275-5231   dcoelho@fs.fed.us  Stacey Eriksen, Urban Watershed Revitalization Coordinator, USEPA Region 8 303-312-6692   Eriksen.Stacey@epa.gov	Reference for Laura Sneeringer’s facilitation of the South Platter River Urban Waters Partnership, including an assessment of Leadership Team operations and facilitation of associated strategic planning meetings and facilitation of quarterly partnership meetings
Kendal Young, Forest Service SOFAR Coordinator (530) 621-5259   kendalyoung@fs.fed.us	Reference for CBI’s facilitation and stakeholder engagement for the South Fork American River (SOFAR) Cohesive Strategy Collaboration

## Pricing Information

PROJECT LABOR DESCRIPTION	Bartlett	Sneeringer	Admin
Kickoff call and review background materials		6	
Assessment (assume hold 20 individual or group calls)		35	5
Refine MOA or other Operating Agreements		8	
Prep, facilitation, meeting summary review, stakeholder coordination, and 50% travel for ACCG General Meetings (assumes 14 meetings at 12 hours each)		168	15
Prep, facilitation, meeting summary development, stakeholder coordination and 50% travel for Planning Group meetings (assumes 8 meetings at 16 hours each)		128	8
Strategic advisor	15		
Project management		8	
<b>Staffing</b>			
	<b>Hours</b>	<b>Rate</b>	<b>Dollars</b>
Gina Bartlett, Strategic Advisor	15	\$185.00	\$2,775.00
Laura Sneeringer, Facilitator	353	\$185.00	\$65,305.00
Associate	28	\$75.00	\$2,100.00
<b>PROJECT LABOR</b>	<b>381.00</b>		<b>\$70,180.00</b>
<b>ODCS</b>			
Meeting Supplies (photocopies, meeting supplies, shipping)			\$ 600
<b>Travel Expenses</b>			
		<b>Unit</b>	<b>Total</b>
Hotel (1 night per 22 trips)	22	night	\$ 90 \$ 1,980
Rental car and gas	22	trips	\$ 100 \$ 2,200
Per diem, \$51 per day	22	days	\$ 51 \$ 1,122
Per diem, 75% of \$51 for travel days	22	days	\$ 38 \$ 842
<b>Total Travel and ODCs</b>			<b>\$6,743.50</b>
<b>TOTAL COST - Labor and Expenses</b>			<b>\$76,923.50</b>

### Notes and assumptions:

- Laura Sneeringer is located in Denver, Colorado. CBI understands that this is an extra expense and will cover travel costs that would not be necessary with a facilitator located in California including the flight and extra travel time.
- The client will provide the meeting facility, equipment, and any major printing expenses.
- CBI requires a contract to be in place prior to the start of work and in order to hold/guarantee dates.

### Terms and conditions for performance:

- This is a time and materials contract.
- Copies of receipts for items over \$25.00 that are billed at cost will be included with all invoices. No other direct expenses are anticipated. However, should direct expenses become necessary, those costs are invoiced at actual costs.

# LAURA SNEERINGER

Senior Associate

Consensus Building Institute, Inc.

Tel. 720-251-9842 | lsneeringer@cbi.org

## PROFESSIONAL SUMMARY

Laura Sneeringer is a highly skilled facilitator and mediator with nearly 15 years of experience helping diverse stakeholders collaborate on complex and often contentious environmental and public policy issues. She conducts assessments, designs and facilitates multi-party decision-making processes, mediates high conflict situations, designs and conducts stakeholder engagement, and provides capacity building. Laura has worked on a wide range of topics such as water resources, land use and transportation planning, energy development and wildlife issues. She also focuses on improving organizational effectiveness through strategic planning, partnership building within and across organizations, and individual coaching. Laura is known for her ability to organize and effectively communicate complex technical information and for being an action-oriented facilitator.

## KEY ACCOMPLISHMENTS

- |              |  |                              |
|--------------|--|------------------------------|
| 2017-present | <b>Consensus Building Institute</b><br><i>Senior Associate</i>   | Denver, CO                   |
|              | <ul style="list-style-type: none"> <li>• Assess, design and facilitate collaborative decision-making and consensus-building processes with an emphasis on improving effectiveness within and among organizations and supporting a range of environmental and public policy initiatives.</li> </ul>   |                              |
| 2010-2016    | <b>CDR Associates (Collaborative Decision Resources)</b><br><i>Senior Program Manager</i>  | Boulder, CO                  |
|              | <ul style="list-style-type: none"> <li>• Assess, design and facilitate collaborative decision making and consensus-building processes on complex, multi-party efforts on a wide range of topics including organizational effectiveness, water quality and infrastructure, transportation planning, land cleanup and redevelopment, and energy development. Served on CDR's management team.</li> </ul> |                              |
| 2002-2010    | <b>CSRA</b><br><i>Collaborative Services Specialist</i>  | Arlington, VA and Denver, CO |
|              | <ul style="list-style-type: none"> <li>• Provided facilitation, strategic planning, workshop and conference planning, project management and communication and outreach support primarily for EPA's Brownfields Program, as well as facilitation support for a range of other natural resource focused initiatives.</li> </ul>   |                              |

## EDUCATION

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|-----------|--|--------------|
| 1997-2001 | <b>Syracuse University</b><br><i>Bachelor of Science, Environmental Biology</i><br><i>Bachelor of Arts, Policy Studies</i> | Syracuse, NY |
|-----------|--|--------------|



## PROFESSIONAL AFFILIATIONS

**US Institute for Environmental Conflict Resolution:** Roster of Conflict Resolution Professionals, 2011-present

**Association for Conflict Resolution:** Member, Awarded the 2010 Rob Williams Memorial Award for Mid-Level Practitioners in the Environment and Public Policy Section

**Coaches Training Institute and International Coach Federation Certification**

## SELECTED PROJECTS

### Natural Resources Management

**Public Listening Session on the Forest Service Land and Resource Management Planning Rule, 2010.**

Facilitated breakout sessions at a Regional Roundtable, whereby the public was invited to provide feedback on proposed substantive principles of the Planning Rule and other information they would like it to include.

**Joint Fire Science Program Roundtables, 2007.** Provided facilitation support for three Roundtables, the goal of which was to define and focus future work through dialogue among the management and scientific communities. The topics included: Biomass Removal, Smoke Management and Air Quality, and Risk Management.

**Prairie Dog Planning for Fort Collins Natural Areas Department, Fort Collins, CO, 2016.** Facilitated a workshop among local and state wildlife management agencies and consultant organizations to provide feedback on Fort Collins' urban prairie dog management approaches and to share best practices and lessons learned. This information was used to inform Fort Collins' Wildlife Management Plan. The group discussed a wide range of topics such as coordination with private property owners, trapping and relocation, passive relocation, and fumigation. Laura also facilitated a panel to provide information to the public.

**Western Governors Association Invasive Species Data Sharing Workshop, 2018.** Facilitated a one-day workshop among federal and state land managers to develop an agreement on how to improve invasive species data collection and accessibility in order to inform land use management, including prevention, prioritization of activities and mitigation strategies. Participants developed a draft agreement and a plan for finalizing it.

**Western Governors Association Species Conservation and Endangered Species Act Initiative, 2016.** Facilitated a breakout discussion at a WGA workshop involving stakeholders around the West to share best practices and engage in a robust conversation regarding species conservation and the ESA. Laura facilitated and documented small-group discussions on state and local coordination and involvement. Input from the workshop was included in a WGA white paper, available on the WGA website.

## Water Resources

**Boulder County Comprehensive Creek Recovery - Watershed Master Plans and Roadway Construction, Boulder, Colorado, 2014– 2017.** Facilitated several community meetings of over 100 people each for Boulder County as part of its recovery efforts from the massive flood event of 2013. The process was designed to provide early information and solicit input from County residents in flood-affected areas about impacts from the flooding and to address key rebuilding concerns. This involved managing high emotions, significant frustrations, and conflict between residents and the County. In the summer and fall of 2014, Laura facilitated stakeholder engagement efforts for the Fourmile Creek and Lefthand Watershed Master Plans, which outline priorities for recovery and long-term resiliency. CDR engaged hundreds of private and institutional stakeholders to obtain input and buy-in into the plans, within an extremely compressed timeline.

**South Platte River Urban Waters Partnership, Denver, CO, 2015-2017.** Facilitated Leadership Team meetings to refine key priorities and outline operational expectations for this partnership that is focused on protecting and restoring lands and waters in the South Platte River Watershed and facilitated full partnership meetings to share updates.

**Colorado Department of Transportation Permanent Water Quality Task Force, 2011 – ongoing.** Facilitates this Task Force that developed an innovative regional water quality program that focuses funding on “bigger bang for the buck” projects. It enables local agencies to apply for funding to construct stormwater control measures if they treat a portion of CDOT’s right-of way in high population areas. Laura had a significant role in developing program documents, including the concept paper that was negotiated with the CO Dept. of Public Health and Environment and a range of implementation documents, such as guidance for the new program and application guidance for local agencies. She now facilitates a bi-annual project selection process.

**Moffat Collection System Interagency Dialogue, Colorado, 2012.** Co-facilitated a meeting among the US Army Corp of Engineers, Environmental Protection Agency and Colorado Department of Public Health and Environment to discuss technical comments on the Preliminary Final Environmental Impact Statement. The purpose of the meeting was to outline next steps to ensure key concerns are addressed in the Final EIS and ensure that there is as much coordination as possible with the state’s parallel 401 Certification process. The conversations involved technical issues related to impacts on aquatic life, related to anticipated changes in temperature, nutrients, metals and stream morphology.

## Strategic Organizational Planning and Partnership Building

**EPA Region 8 Water Supply Team Coordination, Denver, Colorado, 2011-2013.** Facilitated meetings among EPA Region 8’s NEPA and Ecosystem Protection Wetlands and 404 Permitting staff to help them coordinate more effectively on their reviews of water supply projects. The project used a building block approach to develop an internal agreement on communication protocols, roles and responsibilities, strategic planning, decision-making processes and conflict management.

**Coordination among Non-Point Source, TMDL and USDA Water Quality Initiative Programs, 2013.** Facilitated a meeting among the EPA Region 8, state water programs in CO, MT, ND, SD, UT and WY, and the US Dept. of Agriculture’s Natural Resources Conservation Service to discuss how to improve coordination among their water quality programs. The group discussed how to integrate efforts in watershed prioritization, the planning stage, and public involvement and how to leverage resources.

**Coordination among Colorado Springs Parks Department and Volunteer Friends Groups, 2012.** Co-facilitated a dialogue among the City of Colorado Springs Parks Department and the volunteer Friends Groups who help manage the parks through fundraising, education and maintenance activities. There had been some relationship and service-related challenges between the parties, based partially on fluctuating budgets. The group developed an MOU that outlined roles and responsibilities, decision-making processes, communication protocols and dispute resolution procedures.

**Colorado Division of Parks and Wildlife Partnership Coordination Discussions, 2013.** Co-facilitated a series of small group discussions with staff from the Colorado Division of Parks and Wildlife to support its efforts to improve partnerships with external parties. The discussions focused on partnership strengths to build upon, challenges and ideas for overcoming them, new partnership ideas and support the newly created Statewide Partnership Coordinator role could provide. Themes from across the discussions were described in a report that was used to refine future partnership activities.

**Trinity River Restoration Program (TRRP) Facilitation and Consensus Decision Making Training, California, 2011.** Co-designed and provided this two-day training for TRRP scientists, to help them have more productive Working Group meetings. The training covered communication skills, facilitation skills, interest-based negotiation and consensus decision-making. Participants included scientists from the U.S. Bureau of Reclamation, U.S. Fish and Wildlife Service, U.S. Forest Service, Hoopa Tribe, Yurok Tribe and State of California natural resource management agencies.

### Land Use Planning

**Transit-Oriented Development Planning along Commuter Rail Corridors, Denver, CO, 2012-2015.** Facilitated technical Corridor Working Groups that outlined a transit-oriented development vision and associated implementation strategies for two FasTracks transit corridors - the East and Gold Corridors. The overall goal was to facilitate multijurisdictional planning efforts that integrate last mile mobility, housing, economic and workforce development and infrastructure investments. This project was part of a HUD Sustainable Communities Regional Planning Grant.

**Stakeholder Engagement for the 2040 Pikes Peak Regional Transportation Plan, Colorado, 2013-2015.** Facilitated stakeholder engagement activities for this Regional Transportation Plan (RTP), with more detailed emphasis on the Nonmotorized and Transit/Specialized Transportation Sections. For these sections, Laura helped convene diverse stakeholder Task Forces groups and facilitated meetings to obtain refined input throughout the plan. In addition, she designed and facilitated two series of public meetings for each section, and helped develop online input opportunities. Laura facilitated public meetings for the entire RTP to share information about the Plan, determine if there are any final changes, and engage the community in the implementation phase.

**Land Use Planning in Queen City Crossing Area, Helena, MT, 2015.** Facilitated meetings among various stakeholders working in the Queen City Crossing area to identify opportunities to coordinate and have an increased impact. The group is focused on a range of ongoing efforts including: cleanup and redevelopment of brownfields sites, development of a Tax Increment Financing Program, transportation improvements for bicyclists, pedestrians, transit and roadways, development of parks and trails, maintaining affordable housing, and historical preservation. This project was part of the EPA Making a Visible Difference in Communities Initiative.

## GINA BARTLETT

CBI West Director and Senior Mediator  
Consensus Building Institute, Inc.  
Tel. (415) 271-0049 | gina@cbi.org

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### PROFESSIONAL SUMMARY

More than twenty years of experience as a facilitator, mediator and trainer in consensus building and collaborative planning on public policy issues over a broad range of areas, including water and natural resources, land management, scientific and technical issues, energy, and education. Extensive experience facilitating strategic planning and collaborative governance and mediating multi-party negotiations with organizations, business leaders and other decision makers.

### EXPERIENCE

- 2014-Present* **Consensus Building Institute** San Francisco, CA  
*CBI West Director and Senior Mediator*
- Assess, design and facilitate consensus-building processes. Mediate complex, high stakes public policy disputes related to public policy and natural resources. Facilitate organizational strategic direction and decision making. Primary practice areas are in natural resources management, scientific and technology issues, and organizational development. Develops project and business initiatives and leads CBI's practice in the Western United States.
- 2000-2013* **Center for Collaborative Policy** San Francisco, CA  
*Director & Managing Senior Mediator*
- Managed consulting firm of mediators and facilitators working throughout California. Mediated complex, high stakes public policy disputes related to governance and natural resources involving 8-50 parties, often requiring multi-year involvement. Managed political dynamics among tribal, federal and state government agencies, elected officials, non-governmental organizations, and decision makers to ensure successful implementation of outcomes.
- 1997-1999* **Public Affairs Management (now CirclePoint)** San Francisco, CA  
*Associate*
- Provided impartial third party services in public involvement and decision-making. Designed and facilitated meetings for environmental projects and high tech companies; managed communication and public outreach for energy, transportation and land use projects.
- 1994-1997* **TASC, Inc.** Chicago, IL  
*Project Manager & Trainer in Violence Prevention and Cultural Competence*
- Designed and facilitated diversity, violence prevention, and conflict management workshops. Implemented marketing and development plan. Produced national training events with minimal staff. Developed programs and curricula. Provided on-site technical assistance.

- 1991-1993 **Federal Mediation & Conciliation Service** Washington, D.C.  
*Research Analyst*
- Identified and analyzed issues and events challenging the organization that provides labor mediation services. Designed and implemented national research project to assess future of mediation and labor relations.

## EDUCATION

- 1993-1994 **Institute for Conflict Analysis & Resolution** Fairfax, VA  
*Master of Science, Conflict Analysis and Resolution*
- 1985-1989 **University of Illinois** Champaign, IL  
*Bachelor of Arts, Political Science & International Relations, with Honors*

## PROFESSIONAL AFFILIATIONS

- US Institute for Environmental Conflict Resolution:** Senior Mediator, Roster of Conflict Resolution Professionals, 2001-present
- Association for Conflict Resolution:** Member, Former Chicago Chapter Board Member, 1994-1995
- Consortium on Peace, Research, Education & Development:** Former Board Member

## SELECTED PROJECTS

### Natural & Cultural Resources

**South Fork of the American River (SOFAR) Cohesive Strategy Facilitation, California, 2017 and ongoing.** Facilitating collaboration among federal and state agencies, public and private land managers, and local stakeholders to address fire safety and ecosystem management in a large swath of land in the Sierra Nevada foothills.

**Browns Canyon National Monument Situation Assessment and Stakeholder Engagement, Colorado, 2016-2017.** Conducted situation assessment in parallel with human ecology mapping as part of national monument designation. Analyzed and developed representative list of stakeholders by interest nationally to support effective communication on monument management. Facilitated listening sessions in project area. Developed report on assessment and crafted best practices to blend the stakeholder situation assessment with human ecology mapping process.

**Cohesive Fire Strategy Situation Assessment, California, 2016.** Conducted stakeholder issue assessment to make recommendations on collaboration among federal and state agencies, public and private land managers, and local stakeholders to address fire safety and ecosystem management in a large swath of land in the South Fork of the American River Watershed in the Sierra Nevada Mountains. Presented assessment recommendations at meeting with over 100 interested stakeholders.

**San Gabriel Mountains National Monument Public Involvement Plan Development Facilitation, Vallejo and Los Angeles Region, California, 2015.** After designation as a National Monument, facilitated public involvement team from the Angeles National Forest and Pacific Southwest Regional Office to develop a public involvement plan to share information and solicit input among the diverse stakeholders in the Los Angeles region on the development of the San Gabriel Mountains National Monument Plan. The meeting was an intensive 1.5-day effort that created a draft public involvement plan, including roles and responsibilities for public involvement team members and strategies to engage the diverse urban audience.

**Forest Planning in the Pacific Southwest Region of the United States, California, 2011-2013.** As the Forest Service embarked on its strategic planning process, known as forest planning, developed a collaborative model to guide stakeholder involvement for plan development. She has coordinated the model's implementation in three national forests, including assessments with staff internally, tribal governments, and other stakeholders. Used a collaborative approach to develop the guide, beginning with small groups of practitioners and Forest Service staff, then 20 stakeholders, and then 140 stakeholders from throughout California. The guide outlines legal frameworks, working with tribes and local governments, and understanding the Federal Advisory Committee Act. The guide provides a framework for conducting an external and internal stakeholder assessment and then developing a collaboration and communication plan to guide public engagement during plan development. The goal of this effort is for the national forests to collaborate with stakeholders and develop forest plans with widespread support.

**Sierra Cascades Dialogue, California and Oregon, 2010-2013.** Designed and facilitated the dialogue on the future of the Sierra Nevada and Cascades. The dialogue regularly brings together 140 public and private land managers and stakeholders to grapple with an "all lands" approach to planning and conservation and build the foundation for forest planning and future collaboration. Participants represent a broad range of stakeholder interests including government, communities, environmental, water agencies, youth and industry. Dialogue outcomes inform future Forest Service management decisions.

**Sierra National Forest Project Development Mediation, California, 2009.** Mediated a proposed restoration and timber sale project for the Sierra National Forest in an area that had been subject to lawsuits and conflict for more than ten years. The project applied a multi-disciplinary ecosystem management framework to achieve ecosystem restoration and increase public and firefighter health and safety.

**Dinkey Creek Collaborative Forest Landscape Restoration Project, California, 2010-2013.** Provided strategic counsel to facilitator working in the Sierra National Forest on project area known as Dinkey Creek. The Dinkey Creek Collaborative effort resulted after Bartlett's 2009 mediation. Group expanded project area and received expanded federal funding for 10-year effort to achieve restoration in this landscape vital for public and private lands and threatened and endangered species.

**United States Forest Service Regional Roundtable on Planning Rule, California, 2010.** Worked with Region 5 to design a dynamic session, held simultaneously in four locations with video feed, for 300 diverse stakeholders to have a say on the key issues in the Forest Service's new planning rule. Ms. Bartlett worked with staff to design an outreach strategy to ensure all interest groups, including youth, participated in the roundtable.

**Stanislaus National Forest Stewardship and Fire Protection Meetings, California, 2005.** Facilitated two-day meeting between environmental activists, timber industry representatives, and local community to reach agreements on fire management strategy. Worked with technical specialists to integrate scientific modeling. After initial meeting, facilitated several subsequent meetings to grapple with fire management and was able to reduce tensions on these issues in the stakeholder community.

**Lake Tahoe Shoreline Plan, California, 2016-2017.** Mediating policy and regulations for 72 miles of shoreline, including recreational access, boating facilities, piers, marinas, environmental improvement, and low lake level adaptation. Conducted stakeholders assessment to design process, facilitating joint fact finding to seek input on scientific issues, overseeing public outreach process, and presenting to governing board to create widespread support for policy that has been controversial and litigated for 30 years.

**Citizen Science Framework Development for the US Fish & Wildlife Service, Ft. Collins, Colorado, 2014-2015.** Under contract with the US Institute for Environmental Conflict Resolution, conducted a neutral assessment and online survey with Fish & Wildlife staff to determine the current use and potential benefits of citizen science within the agency. CBI contracted with the Cornell University Lab of Ornithology to conduct an independent science review. CBI then organized and facilitated a multi-day workshop involving expert participants from throughout the country to integrate the neutral assessment and science review into a proposed framework for refinement and use within the Service. CBI is presenting the developed framework in a webinar to solicit additional feedback. The Service will use the framework to create a living document or guide for staff to develop unique citizen science projects in refuges across the United States

### Agriculture & Commodities

**Fair Trade USA Agricultural Production Standards, Oakland, CA, 2016.** Designed and facilitated international meeting with 65 participants from three continents to provide feedback on Fair Trade USA's international new standards for agricultural production. Companies that comply with the standard receive the prestigious, market-competitive Fair Trade label. Worked with staff to identify participants and design two-day session. Interviewed key participants to inform the design. With simultaneous Spanish translation, successfully facilitated the meeting, identifying areas of agreement and difference to help Fair Trade USA staff with decision-making on the agricultural production standard. Documented the group's feedback in a summary report.

**Negotiation Strategy Development Retreat, Pohnpei, Micronesia, 2016.** Designed and facilitated highly successful three-day retreat convened by the chair of the Western and Central Pacific Fisheries Commission. Provided negotiation strategy and facilitated discussions designed to improve the approach to complex issues associated with managing and conserving the highly migratory fisheries of the western and central Pacific. The Commission is made up of 34 member countries from Asia and the Pacific and including the U.S. and European Union that are working together to implement its convention or agreement that led to its establishment.

## Water Resources

**San Luis Rey Groundwater Governance and Planning with Local Agencies and Five Tribes, 2017-present.** The California Water Board engaged to mediate governance, boundaries, financing, and planning among the San Luis Rey Indian Water Authority, five sovereign Tribes that make up the Authority, the County of San Diego, and eight local agencies. The entities have come together under California's Sustainable Groundwater Management Act.

**California State Water Resources Control Board, California, 2015-2016.** Provided facilitation and mediation services to the state water regulator to support implementation of the Sustainable Groundwater Management Act and drought relief throughout California. Consulted on stakeholder engagement and process design. Facilitated meetings between State Board and Department of Water Resources and in regions throughout California and related to managing the drought, forming groundwater sustainability agencies by June 2017, and implementing the Sustainable Groundwater Management Act.

## Assessments

**Santa Rosa Plain Groundwater Management, California, 2010-2013.** Conducted an assessment on the potential for collaborative groundwater management planning in the Santa Rosa Plain. The highest number of rural residential well owners in the state, urban growth pressures, and agriculture make demands on groundwater significant and contentious. Ms. Bartlett's recommendations to conduct widespread education on a comprehensive groundwater study and address the concerns of agricultural interests before initiating collaborative groundwater management planning were completed. Ms. Bartlett later facilitated development of the groundwater management plan.

**Russian River Flow Issue Assessment, Dry Creek, California, 2008-2009.** Conducted assessment of issues and potential project opportunities to evaluate how local agriculture, wine producers, water supply, recreation, fisheries, environmental advocates, and government agencies could cooperate to implement a biological opinion. The National Marine Fisheries Service issued a biological opinion to improve fisheries in the Russian River watershed. The purpose was to design a process for stakeholders to advise on decisions related to potentially changing flows to improve fisheries in the Russian River.

**Sierra and Sequoia National Forests Assessment, California, Sept.-Oct. 2007.** Conducted 17 interviews with 31 stakeholders representing local, state, and national environmental interests, Forest Service staff, and timber industry. The assessment recommended joint fact finding to address issues related to the Pacific Fisher and fire management. The assessment did not recommend mediation on projects related to forest management practices in the Sierra and Sequoia National Forests. Work performed for U.S. Institute for Environmental Conflict Resolution.

**Lower Yuba River Issue Assessment, Northern California, 2007-2008.** Conducted an issue assessment with 42 diverse stakeholders to explore opportunities for negotiation and dialogue on developing a parkway trail concept and environmental restoration opportunities on the Lower Yuba River.



## SELECTED PUBLICATIONS AND REPORTS

“Interest-Based Deliberative Democracy in Natural Resource Management: New Leadership Lessons Required for New Public Governance,” Co-Author in *New Public Governance: A Regime-Centered Perspective*. Edited by B. Cook (M.E. Sharpe 2014)

“Joint Fact Finding and Stakeholder Consensus Building at the Altamont Wind Resource Area in California,” Author in *Science and Stakeholders: Solutions to Energy and Environmental Issues*, edited by J. Burger (Springer 2011)

“Developing Collaboration and Cooperation,” Author in *Managing Sierra Nevada Forests*, edited by M. North (United States Department of Agriculture, Forest Service, Pacific Southwest Research Station, General Technical Report 237, 2012)

## SELECTED PRESENTATIONS AND LECTURES

**International Water Diplomacy Workshop, Managing the Science, Policy, and Politics of Water Networks through Negotiation, Tufts University and MIT, 2017, Cambridge, Massachusetts.** Negotiating collaborative governance for newly formed groundwater agencies in California.

**Toward Sustainable Groundwater in Agriculture, 2<sup>nd</sup> International Conference, 2016, South San Francisco, California.** Negotiating Agricultural Representation in Decision Making on Groundwater Sustainability.

**Groundwater Resources Association of California, 2015, Sacramento, California.** Solid Steps forward for Boundary Determination, Legal Agreements and Public Participation; Engaging Interested Parties under the Sustainable Groundwater Management Act; and Facilitator Roles and Benefits when Implementing the Sustainable Groundwater Management Act.

**Stanford Law School Gould Center for Conflict Resolution Programs and Water in the West, and Woods Institute for the Environment, 2014, Palo Alto, California.** Tools and Techniques to Overcome Barriers in Groundwater Dispute Resolution.

**Leadership Institute for Ecology and the Economy, 2012, Santa Rosa, California.** Collaborative Groundwater Planning in California

**Association for Conflict Resolution, Public Policy Sector Conference, 2012, Tucson, Arizona.** Collaborative Model for Forest Planning in the Pacific Southwest.

**US Institute for Environmental Conflict Resolution Conference, 2010, Arizona.** How Consensus Science and Collaboration Can Produce Successful Forest Management Actions

**Sierra Nevada Alliance, 2009, Lake Tahoe, California** Sustaining Momentum: Implementing Integrated Regional Water Management Plans

**World Mediation Forum, May 2003, Buenos Aires, Argentina.** Presenter, “Seeking Consensus on California Water.”