



Crystal River Wild & Scenic Feasibility Collaborative Facilitator Proposal

Submitted by:



Wellstone
Collaborative
Strategies

Letter of Interest

Dear Selection Committee,

This unique and contentious opportunity to consider a wild and scenic river in Colorado deserves a team with a proven track record in handling some of the most contentious water issues and renowned expertise in public engagement. Better yet, it should bring a team with a local connection to the Crystal River. We are excited to be considered in serving this role.

Jacob Bornstein and Wendy Lowe bring more than fifty years of combined experience working on some of the most contentious water and natural resource issues in Colorado and the West. Jacob began his 13 years solely focused on Colorado and Western water issues right in the Roaring Fork Valley as the Land and Water Conservation Director for the Roaring Fork Conservancy and culminating in being the primary author and facilitator for Colorado's 2015 Water Plan. Since he began consulting in 2016, he's continued to work on Colorado water issues at the local and state level as well as other large scale and contentious environmental and natural resource projects. These range from Denver's Climate Action Plan to the Colorado Private Lands Conservation Plan. Jacob has also worked on a range of social sector projects, most notably in affordable housing and behavioral health. This provides added expertise in addressing the need for authentically engaging diverse and underrepresented voices. Jacob specializes in contentious stakeholder engagement environments.

Wendy equally brings a breadth and depth of experience, facilitating dozens of natural resource projects. She is also a world-renowned expert in public participation and engagement, serving as one of the primary trainers for the International Association for Public Participation. She is deeply dedicated to practicing in accordance with IAP2's Core Values, Code of Ethics, and Commitment to Equity. As a former board member, she led the Task Force that created and piloted the Professional Certification Program for public participation. She has helped hundreds of facilitators across the world grapple with difficult projects and brings that deep experience to this important effort.

While Wendy and Jacob each own their own Colorado businesses, P2 Solutions and Wellstone Collaborative Strategies, we believe joining forces will provide a stellar team to support the Crystal River Wild and Scenic River Feasibility Collaborative.

As you will see in our proposal, we suggest an approach that builds shared priorities and evaluates alternatives against those aims. We combine this with strong facilitation of the Steering Committee and broad engagement through two interactive summits and a survey. We know this issue has been contentious for decades, so we have our eyes wide open. Still, we believe that our combined skill sets will successfully yield buy-in and consensus for a set of solutions that protects both existing water users and one of Colorado's last undammed rivers.

Sincerely,

Wendy Lowe & Jacob Bornstein



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Project Needs

Obtaining designation for inclusion in the National Wild and Scenic Rivers System is a somewhat complicated process. The first step entails demonstrating the rivers “eligibility” – an evaluation which examines the area between one-quarter of a mile of the high-water mark on both sides of a river for outstandingly remarkable values as defined by the Wild and Scenic Rivers Act. The next step entails evaluation for suitability, again meeting criteria defined in enabling legislation. Initiation of the second phase requires strong local interest or support and Congressional action. Although the Forest Service has pursued evaluation of the Upper Colorado River sections evaluated in 2002, it has not yet embarked on consideration of the Crystal River segments for suitability.

The Crystal River has passed the first step in the designation process. In 2002, a Final Environmental Impact Statement was prepared by the US Forest Service that evaluated all rivers within the boundaries of the White River National Forest. The EIS documents that four segments of the Crystal River met the criteria for eligibility, along with segments of Deep Creek, the Colorado River, the South Fork of the White River, and Cross Creek met eligibility criteria.

Collaborative Stakeholder Processes

Collaborative stakeholder processes are our specialty. As conceived by the Crystal River Wild and Scenic Feasibility Collaborative, a stakeholder and public dialogue process is needed to evaluate community interest in pursuing lasting protection for the Crystal River. A multi-phase process will likely entail formation of a stakeholder group to

Project Context

From its headwaters in the Maroon Bells-Snowmass Wilderness and White River National Forest to Carbondale, Colorado, it is easy to imagine that the Crystal River was named in honor of its crystal-clear waters and scenic setting. It begins where the North Fork Crystal River and South Fork Crystal River converge and flows east towards Crystal Mill and Marble before heading north along Highway 133, going through the Redstone Historic District area. Tributaries include Thomas Creek, Nettle Creek, Avalanche Creek, East Creek, Coal Creek, Hawk Creek, Hayes Creek, Big Kline Creek, Chair Creek, Yule Creek, and Lost Trail Creek. After approximately 40 miles, the free-flowing Crystal River flows into its first major agricultural diversion at the Sweet Jessup headgate before flowing into the Roaring Fork.

The valley's residents, multigenerational family ranches, and a thriving aquatic and riparian ecosystem depending on the clean water flowing through the Crystal.

For four decades, some residents have been interested in seeking designation for protection of the Crystal River under the Wild and Scenic Rivers Act. First signed into law by Congress in 1968, the Act preserves rivers with outstanding natural, cultural, and recreational values to preserve their free-flowing condition for the enjoyment of present and future generations. Just over 12,700 miles of 209 rivers in 40 states and Puerto Rico have been designated since 1968. That total is less than one-quarter of one percent of the nation's rivers.

Approximately 107,403 miles of river flow within the boundaries of the state of Colorado. Only 76 miles of the Cache la Poudre River has achieved designation as wild and scenic. That represents less than 1/10th of 1% of the state's river miles.

coordinate the effort and conduct fact finding and information gathering. To ensure success, the selected facilitator must engage the stakeholder group in adopting rules of engagement and meeting protocols to assure that all interested parties are treated with dignity and respect. To be successful, the stakeholder and public engagement process must include a diverse and representative range of perspectives and that processes will allow dialogue around aspirations and concerns. Expertise in river and riparian health and various potential protective designations will likely be needed to help ensure the group is fully informed of legal and technical considerations. Properly designed and facilitated, the process will bring all views to the table, including those that have been underrepresented in the past, to discover a fulsome range of perspectives upon which to build shared understandings and agreement around goals and strategies that all can support.

In most collaborative processes we use an interest-based planning approach. We work to clearly articulate the *Status Quo Scenario* and the *Ideal State Scenario*. The *Status Quo* articulates what would happen over the next 15 to 30 years if we continue on our current course. This highlights for the group the major challenges and concerns about the future. The *Ideal State* focuses on envisioning what in the world is different as a result of our decisions today in 15 to 30 years. We focus not on solutions, but on stakeholders' shared interests for the future. We can then develop these into criteria for identifying the best paths forward and ultimately in identifying a set of shared priorities among the group that addresses the core challenges identified in the Status Quo Scenario. The shared priorities serve as measurable goals for what should be accomplished. We find that this approach helps bring people together, ensures an informed path forward, and ultimately leads to consensus. See the next section for some other ingredients to overcome conflict and reach consensus in these types of projects.

Conflict Management and Resolution

This is not the first time consideration has been given to the idea of seeking designation for the Crystal River. It is known that diverse perspectives exist and as a result, the potential for conflict will exist. Private landowners along the riverway are opposed to the involvement of the federal government and fear the possibility of encroachment on their private property rights. Widespread and increasing distrust of government, particularly the federal government, bolster that concern. Ongoing concerns about drought, climate change, and decreasing water supplies in the entire Colorado River basin contribute to concerns about water rights and how river protection might impact water adjudication challenges. Fears of development add to the potential for conflict.

The best prevention is to create an environment where differences of opinion are examined with curiosity, with a goal of understanding each unique viewpoint. A collective understanding,

informed by each contribution, and a commitment to respectful dialogue will prevent conflicts and help resolve them when they do arise.

In order to build not only consensus, but also broad implementation buy-in, a high integrity process that adheres to the tenants of contentious processes is vital (Bornstein & Gerzon, 2018). Based on research and our own experience, it takes several factors to keep a group of stakeholders productively at the table, especially if the topic and path forward is contentious.

These components include:

1. Relationship building that allows people to more actively listen and understand diverse perspectives.
2. A data informed process that ensures solutions are geared toward meeting the needs where they are greatest and based on shared factual understandings.
3. Developing a final package of solutions that incorporates the vision of all the stakeholders.
4. A high-integrity and inclusive process with a clear path forward.
5. External political and public pressure that keeps people at the table during a time-bound process.

We will work to incorporate each of these elements into our approach.

Natural Resource Management Issues

As the selection committee is aware, natural resource management is often a balance of priorities across stakeholders and uses. To demonstrate some of our expertise in natural resource management, we wanted to share some initial thoughts on the Crystal River. In the case of the Crystal River, several sometimes competing uses are at play: environmental, agricultural, municipal, and recreational.

- **Environmental Uses:** The Crystal River and adjacent lands are home to a diverse set of aquatic and terrestrial plant and animal species. Many of these species depend on flushing flows in the spring and minimum flows in the late summer, fall, and winter. For the Crystal River, the instream flow water right held by the Colorado Water Conservation Board provides some protection for aquatic life.
- **Agricultural & Municipal Uses:** At the same time, the Crystal River is an important water source for both agricultural production and municipal water supplies. We recognize that agricultural water users are concerned about impacts to their water rights. For instance, there is concern that historical consumptive use may be impacted by management decisions or federal designation. Pitkin County, the Colorado Water Trust, and Cold Mountain Ranch just renewed an arrangement to support additional flows in the lower Crystal during low flow months, demonstrating the ability to overcome

challenges. If stakeholders are interested in creative solutions, in addition to shifting the timing of diversions, there are statutory protections in Colorado that could be applied to ensure protection of consumptive use when under a water conservation plan and there are further opportunities to maintain or even increase consumptive use while also reducing diversions through efficiencies. As indicated in the *Private Lands Conservation Plan* Wellstone Collaborative Strategies is finalizing this year, conservation easements can be an additional tool if written well to both protect agricultural production as well as allow flexibility to meet diverse water needs. Land trusts like Palmer Land Conservancy have been pioneering this effort.

- **Recreational Uses:** Last, but not least, are recreational uses. Primary river recreation uses include rafting and kayaking as well as fishing. In some cases, there are tensions between different recreational uses as well, as clearly demonstrated concerning reservoir releases in the Frying Pan River up valley.

This work also happens within the context of intensified Colorado River negotiations due to historically low water levels. Concerns about curtailment, whether voluntary or not, will likely weigh on the minds of stakeholders and there will likely be a need to understand federal designation or alternatives in the context of the strains on the Colorado River system.

Natural resource management inevitably also deals with a mix of public and private land and water managers and a host of laws and regulations that are often complex if not opaque. Frustration often arises when agencies are not clear about needs and these can seem to shift. Staff may be unavailable or not at the right level to make decisions and delays in getting answers can be aggravating to stakeholders. In this case, we've already mentioned several stakeholders who have a role in managing the Crystal River and the surrounding landscape: municipalities, counties, private landowners, land trusts, the Colorado Water Trust, and the state. Legal agreements, rules, regulations, stipulations, and statutes will all have a role to play in understanding the opportunities, ramifications, and limitations of wild and scenic designation as well as any alternatives. The federal government and particularly the U.S. Forest Service will also play a critical role in helping understand the potential impact of designation and any alternatives as it relates to protections in the White River National Forest.

While working for the Roaring Fork Conservancy, running the Colorado Watershed Network, and managing the basin roundtable and Interbasin Compact Committee (IBCC) process for CWCB, Jacob worked with stakeholders to balance natural resource management and explore win-win-win opportunities. In the final set of negotiations for Colorado's 2015 Water Plan, Jacob facilitated the IBCC, reaching consensus from conservative ranchers in NW Colorado to progressive environmentalists in Boulder. Denver Water, the River District, Northern Water

Conservancy District, and many others signed off as well. Both Jacob and Wendy routinely manage large- and small-scale processes grappling with challenging and contentious natural resource issues.

Team Qualifications

With over three decades experience, Wendy routinely manages large- and small-scale public and stakeholder engagement programs within approved budgets and on schedule to meet client objectives, many on highly controversial issues. She has worked for federal, state, and local governments on topics ranging from radioactive waste management to biomass utilization and sensitive species conservation to livestock grazing. She achieved the status of Certified Professional Facilitator under the auspices of the International Association of Facilitators in 2006 and has been recognized as a Certified Public Participation Professional by the International Association for Public Participation (IAP2) since 2018. She has also been on the U.S. Institute for Environmental Conflict Resolution's roster of environmental facilitators since 2001. She is also licensed by IAP2 to deliver its 5-day foundations training in how to plan and implement effective public participation and trains approximately 200 people a year. A skilled facilitator, she specializes in creating collaborative spaces and empathetical, respectful processes to explore diverse perspectives.

Jacob is a leader in stakeholder engagement and collaborative strategy in the public and nonprofit sectors. Some of the project topics he's led at the local, state, and national levels include affordable housing, climate, climate justice, outdoor recreation, environmental conservation, water policy, behavioral health, Medicaid, education, and firearm death and injury. He is the Principal of Wellstone Collaborative Strategies, and a founding board member of the Civic Consulting Collaborative. After 22 years working with businesses, state and local government, nonprofits, and foundations, he specializes in uncovering the invisible threads that bind diverse and divergent stakeholders together to solve a challenge. Prior to consulting, Jacob was focused on western water for nearly a decade and half. This included serving as executive director of the Colorado Watershed Network and developing and facilitating Colorado's Water Plan for the Department of Natural Resources.

Proposed Approach

We propose an interest-based approach that brings together the Steering Committee and stakeholders over a series of meetings and summits. Our version of interest-based collaborative strategy is grounded in several dozens of projects in highly contentious environments. We first work to build a shared vision of the future. This isn't "what" we will *do*, but what the ideal future looks like as a result of our work together. We contrast that with the Status Quo Scenario. In this scenario, we indicate what the future is likely to look like without any further action. This highlights challenges in a way that doesn't put stakeholder on the defensive and allows them to talk about these together. We then work to bridge the gap through strategy. Wild and scenic designation is one strategy to achieve the ideal state. We will test it against the shared priorities along with other alternatives. In the end, we expect a package of solutions that ensures that the core needs of each stakeholder at the table is met, even if not all their wants are. Together this package will be a conceptual consensus-based framework to protect the Crystal River moving forward and keep stakeholders whole. We've found that this approach yields consensus, especially if paired with the elements of successful processes indicated in the conflict Collaborative Stakeholder and Conflict Management Resolution sections.

Building upon the foundation of membership in the Crystal River Wild and Scenic Feasibility Collaborative, it is expected that a Steering Committee will be formed to conduct the work over the next year. The Steering Committee will be chaired by the local government members representing Pitkin County, Gunnison County, the Town of Marble, and the Colorado River Water Conservation District. It is expected that rest of the membership in the Steering Committee may be somewhat fluid initially to allow people not already involved to join, bringing as diverse a mix of perspectives as possible. To solicit values, aspirations, and concerns for incorporation into the Steering Committee's work, two community summits are planned. And immediately following the summits, two community surveys will be conducted to provide a voice for people who are not willing or able to participate otherwise. To supplement this overall process, listening sessions may be designed to solicit input from any key stakeholder perspectives, including under-represented voices are brought in.

Practically, this means that in the first year we will facilitate eleven monthly meetings of a Steering Committee, two community summits, and two rounds of community surveys and listening sessions. The summits, surveys, and listening sessions will be scheduled to support and inform the work of the Steering Committee. Agenda planning, meeting preparations, making necessary arrangements for expert presentations, facilitation, and meeting

documentation will be provided for all events in cooperation with the chairs of the Steering Committee and American Whitewater.

Nine of the steering committee meetings would be conducted online using Zoom. Proposed meeting objectives of the Steering Committee meetings are as follows:

- Kickoff Meeting with Steering Committee (in person) to begin the process of creating a shared vision for the future of the Crystal River and to support team building, develop and discuss and agree on meeting protocol, including decision making and conflict management processes.
- Meeting 2 to consider stakeholder perspectives (who needs to be in the room and who is missing) and what to do about missing voices for a fully collaborative process for envisioning the future.
- Meeting 3 to discuss plans for Community Summit 1, brainstorm who to invite, and begin drafting questions for Survey 1.
- Meeting 4 to review final plans for Summit 1 and agree on how to welcome new voices to the conversation
- Meeting 5 to discuss Summit #1 outcomes, refine the ideal and status quo scenarios, begin developing criteria based off this, and refine plans for community survey
- Meeting 6 to finalize criteria, discuss the results of Community Survey 1, and develop list of experts to invite to participate in Summit 2
- Meeting 7 to discuss plans for Community Summit 2
- Meeting 8 to continue planning for Summit 2 and Survey 2.
- Meeting 9 to discuss Summit 2 and finalize plans for Community Survey 2.
- Meeting 10 to discuss the results of Community Survey 2 and evaluate options in combination that best meet the criteria.
- Meeting 11 to draft a conceptual agreement about the best package of solutions and design the ongoing Steering Committee (to include representation of all perspectives) including meeting protocols (ground rules, decision making methods, conflict management methods)

In order to provide an opportunity for a broader cross-section of interested community members and stakeholders in the process of considering how to offer lasting protections for the Crystal River, we also propose two ½ day community summits. The summits would invite larger numbers of people to join key discussions and provide input to the Steering Committee.

A preliminary agenda for the first community summit, to be held in May 2023. Proposed objectives for the session would include:

- Welcome the broader community and provide an orientation to the Steering Committee and its statement of purpose
- Invite all to introduce themselves and share why they are interested in the conversation
- Define the Challenge: What should the community do to protect the Crystal River into the future?
- Participate in discussions about what the Crystal River means to our community, past, present, and future, including questions like:
 - What is most important or valuable to you about the Crystal River at this time?
 - What are your aspirations for the future of the Crystal River?
 - What are your biggest concerns about the Crystal River into the future?
- Share plans for moving forward, including management options to be explored
- Solicit suggestions for enhancing the planned approach using questions like:
 - What additional alternatives should be given consideration (beyond Wild and Scenic designation)
 - What criteria should be used to evaluate the various alternatives
 - Who needs to be included in this process going forward for us to consider the entire community's interests and concerns? In particular - looking around the room, who is missing?
- Discuss how the "best approach" should be identified and criteria for evaluating the alternatives

A preliminary agenda for the second community summit to be held in the month of September would include the following proposed objectives:

- Welcome the broader community and share the work conducted to date
- Receive presentations from experts on alternative approaches that could be taken to offer lasting protections for the Crystal River, including designation as a Wild and Scenic River
- Ask questions of the panelists
- Evaluate the alternatives using the criteria developed at Summit #1
- Participate in a facilitated dialogue about the results and next steps

It is expected that the Steering Committee will want to hear from an even broader cross-section of the community, including people whose lives prevent more active participation.

Accordingly, we propose to design and conduct two community surveys to solicit input from interested community members who are not able to attend the community summits. If necessary to hear from under-represented perspectives, we will also design and support

listening sessions in and around the towns of Crystal, Marble, Redstone, Carbondale, and the counties of Pitkin and Gunnison with additional targeted perspectives.

Prior Experience on Similar Projects

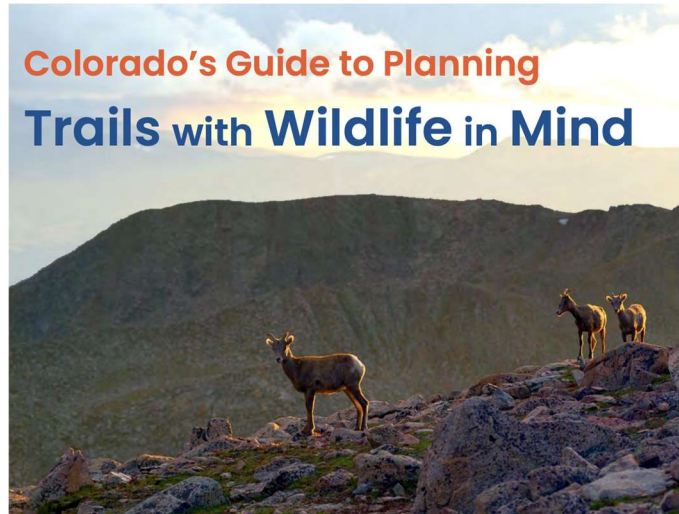
Natural Resource Management Public Engagement & Facilitation Projects

Jacob and Wendy have extensive experience working on public engagement and facilitation projects focused on natural resource management. Recent relevant examples include:

Western Slope Perspectives on Colorado River Demand Management: Jacob was hired by the Colorado Water Conservation Board to reach out to local governments, producers, related businesses, chambers of commerce, and other stakeholders to understand perspectives on the Western Slope on how to best reduce consumptive water use to prevent curtailment of the Colorado River. While the resulting findings are confidential, Jacob found a path forward for demand management that would be acceptable to a broad range of stakeholders on the Western Slope through a series of interviews and regionally-based listening tours.

The voluntary and compensated curtailment of consumptive use (demand management) is one of the most controversial topics in Colorado Water. Overcoming the emotional angst associated with the topic in order to get to possible solutions was a huge challenge. Jacob was able to overcome this by taking the following steps. First, interviews were conducted with a broad range of stakeholders to understand the perspectives in a safe setting. These thought leaders were tapped to help bring together diverse stakeholders region by region. We also reached out to each of the Basin Roundtable Chairs, the Colorado River Water Conservation District, the Southwest Water Conservation District, and other key water leaders to let them know what was happening to ensure that there were no surprises and that we had their buy-in into the process. We ensured that across the regions of the Western Slope we had adequate representation of small, medium, and large communities, counties, water-adjacent businesses, agricultural producers, and other water users and interests. This meant a diverse range of perspectives in each region which allowed for productive conversations and opened doors to exploring new territory.

Trails with Wildlife in Mind: Jacob was hired by Colorado Parks and Wildlife to develop the guidance for trails while keeping wildlife in mind. The report is published on CPW's website and is available [here](#). Jacob facilitated a Task Force made up of federal, state, and local land managers and engaged diverse stakeholders. This included groups serving underrepresented and under-resourced communities. At the outset of the project, CPW told us that consensus would be impossible. However, by the end of the process we reached enthusiastic support from each member of the Task Force. To achieve this, Jacob relied on the framework he developed after facilitating Colorado's 2015 Water Plan. He uses it high-conflict projects. The elements include 1) ensuring a high-integrity process that honors the voices of the stakeholders, 2) engender strong relationships among stakeholders, 3) ensure a data-driven approach, 4) develop a final package of solutions that meets everyone core needs, and 5) keep people at the table through strong leadership and a time-bound process.



Santa Susana Field Laboratory Programmatic Agreement: Under contract with the US Department of Energy, Wendy facilitated formal and informal consultations with Native American tribes with ancestral ties to the Santa Susana Field Laboratory. She facilitated a Tribal Consulting Parties group that advised the US Department of Energy during development of a Programmatic Agreement prepared in compliance with the National Historic Preservation Act. The Programmatic Agreement includes stipulations for avoiding, minimizing, and mitigating impacts on cultural resources (including culturally relevant natural resources) and archaeological sites that could be impacted by site cleanup. The Tribal Consulting Parties group includes representatives of one federally recognized and five state recognized tribes with ancestral ties to the site. The site of the cleanup has been declared a Sacred Site and a Traditional Cultural Property by the Federally recognized tribe. She also facilitated another group of consulting parties, including local historians, biologists, and archaeologists who were also informing the development of the Programmatic Agreement. Challenges included navigating challenging legal requirements while respecting indigenous cultural traditions. Wendy is highly skilled at respectful processes with Native Americans and always strives to ensure all participants are treated respectfully.

Other Relevant Experience

The attached table provides brief descriptions of numerous projects facilitated by Jacob Bornstein and Wendy Lowe demonstrating experience and capabilities with relevance to the services sought. The table illustrates their experience working in various aspects which will be of relevance to the Crystal River effort, including:

- Designing and facilitating stakeholder and community engagement programs
- Conducting strategic planning
- Working on projects addressing natural resources and/or outdoor recreation issues
- Working knowledge of water rights issues, including Colorado water rights,
- Bringing necessary subject matter expertise in to support collaborative processes
- Working with groups of all sizes (ranging from ten to 700 participants, depending on the project needs)
- Addressing the specific requirements associated with areas with sensitive protected area designations
- Engaging with underserved communities.

One page bios for both Jacob Bornstein and Wendy Lowe are also attached.

References

Please notify us prior to contacting references so we can ensure a prompt response.

Fletcher Jacobs, State Trails Program Manager, Colorado Parks and Wildlife, fletcher.jacobs@state.co.us, 720.537.8894 (m). Fletcher was the primary contact for the Trails with Wildlife in Mind project and manages the Trails Program for CPW.

Liz Babcock, Climate Team Manager, City and County of Denver, Elizabeth.babcock@denvergov.org, (773) 263-8299 (m). Liz was the primary point of contact for the Denver Climate Action Task Force for Denver and leads the climate team for Denver's Office of Climate Action, Sustainability, and Resiliency (CASR).

Jan Brown, retired, formerly with Fremont County, Idaho. janbrown42@gmail.com and 208-881-6338. Jan was Wendy's client for the Western Greater Yellowstone Consortium led by Fremont County, Idaho. The Consortium developed consensus on the Teton View Regional Plan for Sustainable Development to prioritize numerous inter-related efforts to enhance the sustainability and livability of the region. Ms. Lowe provided facilitation and public participation support for the entire project including six distinct public participation efforts. Prior to that position, while Jan served as Executive Director for the Yellowstone Business Partnership, Wendy facilitated two projects for YBP.

Curtis Keetch, District Ranger, White River Forest, curtis.keetch@usda.gov, 307-745-2440 (o) and 970-366-0669 (m). Curtis is currently on a 4-month detail as Deputy Forest Supervisor for the Medicine Bow-Routt National Forest and Thunder Basin National Grassland in Laramie, WY. Curtis was a participant in the Upper Snake Sage Grouse Local Working Group, facilitated by Wendy for the Idaho Department of Fish and Game. The Local Working Group reached consensus on a conservation plan for sage grouse which was approved by 45 contributing authors, including Curtis.

Budget

Jacob Bornstein of Wellstone Collaborative Strategies and Wendy Lowe of P2 Solutions propose to conduct the work described in our approach for \$50,000. That budget allows \$4000 in travel costs and the balance in labor. Our standard hourly rate is \$200 an hour. This proposed budget is based on the following assumptions:

- We will plan, facilitate, and document 11 monthly meetings for the Steering Committee
- We will plan, facilitate, and document two community summits for broader community engagement
- We will design and conduct two community surveys inviting input from community members not willing or able to participate in the Steering Committee and/or the community summits
- We will provide ongoing communication and coordination support to the extent possible within the approved budget
- We will conduct nine of the Steering Committee meetings online
- Two of the Steering Committee meetings (likely the first and last meetings) and the two community summits would be facilitated in person
- Travel expenses will not exceed \$4,000
- No other costs are included
- Implementing the scope of work as described above will not require more than 230 hours
- Meeting venues will be provided
- Expenses associated with bringing expertise to Steering Committee or summit meetings is not included.

Relevant Experience

The following table provides brief descriptions of numerous relevant projects to provide the selection team a sense of the breadth and depth of our experience for work similar to the needs of the Crystal River Wild and Scenic Feasibility Collaborative Facilitator. In addition, one page resume summaries are included.

Project Summary	Lead	Client	Stakeholder/Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement with Underserved Communities
Colorado's Water Plan. Developed and managed the stakeholder process and facilitated statewide committee regional groups to consensus on actions for the plan. Managed all content of the plan and was lead facilitator for 1/2 of it.	Jacob	Colorado Water Conservation Board	✓	✓	✓	✓	✓	✓	✓	
Colorado's Private Lands Conservation Plan. Facilitated the stakeholder process and facilitated private landowners building focused on conservation of private lands, climate resiliency, and JEDI (justice, equity, diversity, & inclusion) principles	Jacob	Keep It Colorado	✓	✓	✓	✓	✓	✓		
Crest Trail Strategic Plan. Launching plan across the majority of the Pacific Crest Trail and for the trail corridor and forest service.	Jacob	Pacific Crest Trail Association	✓	✓	✓		✓	✓	✓	
Wildlife in Mind Facilitated task force and developed guide for how to balance trail development and wildlife conservation.	Jacob	Colorado Parks and Wildlife	✓	✓	✓		✓	✓	✓	
Climate Action Plan. Task Force facilitation, stakeholder engagement, and plan development, including funding the plan through a sales tax that was adopted by voters.	Jacob	City & County of Denver: Climate Action, Sustainability, and Resiliency Office	✓	✓	✓		✓	✓		

Project Summary	Lead	Client	Stakeholder/Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement & Understanding Community
West Water Conservation District Strategic Plan. Facilitated board, staff, and stakeholders in developing a strategic plan	Jacob	Southwest Water Conservation District	✓	✓	✓	✓	✓		✓	
Greater Yellowstone Consortium. Facilitated public meetings and all public involvement in development of the Teton National Plan for Sustainable Development	Wendy	Four-county consortium led by Fremont County, Idaho	✓	✓	✓			✓	✓	
on Slope Perspectives on Demand Management. Facilitated stakeholder engagement to understand perspectives on reducing consumptive water use on the Colorado	Jacob	Colorado Water Conservation Board	✓	✓	✓	✓	✓			
able Housing & Behavioral Health Informational Task Forces. Resulted in prioritized and funded investments on over \$1B in investments	Jacob	Colorado General Assembly	✓	✓			✓	✓		
ce of Nurses for Healthy Environments. Led development of a theory of change for planning and climate change theory of change	Jacob	Alliance of Nurses for Healthy Environments	✓	✓	✓		✓			
Water Nexus. Facilitated two-day workshop to bring researchers from Idaho National Laboratory, research universities, and federal and state agencies to identify and prioritize research needs related to water impacts of climate change in the Northwest	Wendy	Idaho National Laboratory	✓	✓		✓	✓	✓		
Wildlife Summit. Designed and facilitated 3-day summit attended by 650 stakeholders focused on wildlife	Wendy	Idaho Department of Fish and Game	✓		✓		✓	✓		

Project Summary	Lead	Client	Stakeholder/Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement & Understanding Community
ation, featuring expert presentations, dialogue, r-pad polling										
roise Local Working Groups. Facilitated five it groups to consensus on conservation plans for e species	Wendy	Idaho Department of Fish and Game	✓		✓		✓	✓		
Mountain Advisory Council. Facilitated board ng consensus advice related to recreation, nness, wildlife, wild horse, and water management in g area surrounded by a vibrant agricultural nity with a designated wilderness area and the und Blitzen Wild and Scenic River	Wendy	Bureau of Land Management	✓		✓		✓	✓	✓	
tion Restoration Forum. Facilitated two-day addressing vegetation treatments on the Grand e-Escalante National Monument, including expert nd field trip	Wendy	Bureau of Land Management	✓		✓		✓	✓	✓	
n Wyoming/ Eastern Idaho Biomass Utilization Facilitated collaborative group on community- strategy for utilizing biomass resulting from ical forest restoration treatments on public land	Wendy	US Forest Service and others	✓	✓	✓		✓	✓		
do Watershed Network. Served as Executive r	Jacob	Colorado Watershed Network	✓	✓	✓	✓				
ment of Transportation and Infrastructure o advise Denver's transportation and ucture policies	Jacob	City & County of Denver: Dept. of Transportation and Infrastructure	✓	✓			✓			

Project Summary		Lead	Client	Stakeholder/ Community Engagement	Strategic Planning	Natural Resource/ Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engage with Under Comm
Idaho Aspen Working Group. Facilitated discussions to identify areas in need of restoration, consider different alternatives, and prioritize restoration projects		Wendy	Idaho Fish and Game and US Forest Service	✓	✓	✓		✓			
Water U. Designed and facilitated education program designed to increase public knowledge about water, groundwater contamination, and restoration alternatives		Wendy	US Department of Energy	✓		✓		✓	✓		
Feasibility Investigation Group. Facilitated stakeholder group overseeing investigation of options		Wendy	US Department of Energy	✓		✓		✓	✓		
Idaho Northwest: Carnivores and Connectivity. Facilitated workshop to identify and prioritize linkage areas for large carnivores (grizzly and black bear, wolf, mountain lion, and mountain lion) and agree on how to work together across jurisdictional boundaries, to better protect linkage areas		Wendy	Wildlife Conservation Society		✓	✓		✓		✓	
Yellowstone Refuge Friends Group Retreat. Facilitated three day retreat for Friends Groups from 14 National Wildlife Refugees in Idaho, Washington, Oregon, California, and Montana		Wendy	US Fish and Wildlife Service	✓		✓			✓	✓	
Yellowstone University & Rural Land Use Design Team. Facilitated development of credits for inclusion in green building certification system for Greater Yellowstone area		Wendy	Yellowstone Business Partnership	✓		✓				✓	
Greater Yellowstone Open Space Agricultural Program. Facilitated meetings to solicit input on agricultural leasing program and lease rates and lease renewal process		Wendy	Boulder Open Space & Mountain Parks Department	✓			✓		✓		

Project Summary	Lead	Client	Stakeholder/Community Engagement	Strategic Planning	Natural Resource / Outdoor Recreation	Water Rights Issues	Subject Matter Experts in Collaborative Processes	Dexterity with Groups of All Sizes	Sensitive Protected Area Designation	Engagement & Understanding Community
National Laboratory Citizens Advisory Board. Facilitated consensus board developing advice related to a program addressing radioactive and hazardous contamination	Wendy	US Department of Energy	✓				✓			
Park Sustainable Fire Community. Facilitated creative working group developing strategic issues related to fire-adapted communities near Weststone National Park, response to wildfire, and riparian landscapes	Wendy	US Forest Service and others	✓	✓				✓		
Landowner Appreciation Program. Solicited input from landowners whose property provides habitat for native species	Wendy	Idaho Department of Fish and Game	✓		✓			✓		
Portneuf Watershed Advisory Group. Facilitated consensus advice during the revision of the Total Maximum Daily Load (TMDL) for the Portneuf River subwatershed	Wendy	Idaho Environmental Quality	✓			✓				
Historic Preservation Agreement. Facilitated six Tribes through to develop Programmatic Agreement in accordance with the National Historic Preservation Act to preserve natural and cultural resources during archaeological and mental cleanup in a Sacred Site	Wendy	US Department of Energy	✓						✓	
Historic Reactor Experiment Accident Symposium. Facilitated and facilitated symposium sharing expert knowledge about a historical reactor meltdown and impacts of the accident	Wendy	US Department of Energy	✓				✓	✓		



Jacob Bornstein Project Lead

Years of Experience: 22

Areas of Expertise

Adaptive Strategic Planning
Facilitation
Stakeholder Engagement
Community Engagement
Youth Supports
Organizational Development
Natural Resources
Climate Change
Health Systems
Behavioral Health
Process Design
Impact investing
Team Management
Qualitative Analysis
Quantitative Analysis

Education & Certifications

M.S. in Biology from the
University of Massachusetts, 2003
B.S. in Philosophy, minor in
physics from Hampshire College,
1998
Community Learning Model
certification, Civic Canopy, 2019
Certified Project, Wet, Wild and
Learning Tree Facilitator, 2006
Certified Six Sigma Black Belt
(scientific & stat methods), 1999

Summary

Jacob is a leader in stakeholder engagement and collaborative strategy in the public and nonprofit sectors. Some of the project topics he's led at the local, state, and national levels include affordable housing, climate, climate justice, outdoor recreation, environmental conservation, water policy, behavioral health, Medicaid, education, and firearm death and injury. He is the Principal of Wellstone Collaborative Strategies, and a founding board member of the Civic Consulting Collaborative. After 22 years working with businesses, state and local government, nonprofits, and foundations, he specializes in uncovering the invisible threads that bind diverse and divergent stakeholders together to solve a challenge. Prior to consulting, Jacob was focused on water for nearly a decade and half. This included being the executive director of the Colorado Watershed Network and developing and facilitating Colorado's Water Plan for the Department of Natural Resources.

Selected Relevant Project Experience

Colorado's Private Lands Conservation Plan: Led the team that extensively worked with stakeholders to develop the plan through consensus for the land trust community and its partners. The work ensured that two major elements were incorporated into the plan: JEDI (justice, equity, diversity, and inclusion) as well as climate resiliency.

Trails with Wildlife in Mind: Led a team that facilitated a task force of land managers at the local, state, and federal levels to develop guidance for how to best balance recreational trails with wildlife. The work also included significant stakeholder engagement, including organizations that support people of color in the outdoors.

Denver Climate Action Task Force and Public Engagement: Project lead and facilitator to develop Denver's 2020 climate action plan, which includes mitigation, adaptation, and resiliency. This is a 26-member task force using innovative public engagement methods to build the plan. In addition to the action plan, funding mechanisms were recommended, the largest of which was passed by the voters and formed a new climate office and its ability to implement the plan.

Affordable Housing & Behavioral Health Transformational Task Forces: Led a five-member team to facilitate two task forces to transform each of these systems. They included members of the general assembly, the governor's cabinet, and stakeholders. The result was prioritized and strategic spending of over \$1B of investments.

Alliance of Nurses for Health Environments: Jacob led the strategic planning and climate change theory of change development for the Alliance of Nurses for Healthy Environments, a national nonprofit based in Washington, D.C. A significant portion of this work included interviewing national leaders in equity and the environment across the country and bringing their recommendations into ANHE's strategic planning process.

Colorado's Water Plan: Managed and developed the stakeholder process for Colorado's Water Plan. Facilitated the statewide 30+ member committee and reached consensus on the final set of actions for the water plan across the statewide group and nine regional groups. Approximately 375 stakeholders were part of the process and represented interests from oil and gas to recreation and the environment and from cities to agricultural producers. As part of this work, pioneered the first statewide scenario and adaptive plan approach to addressing water needs for all sectors. A central component was adaptation to climate impacts on water resources. This process also incorporated 33,000 public comments and input.



Wellstone
Collaborative
Strategies



Wendy Green Lowe

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Certified Professional Facilitator

Certified Public Participation Professional

Board Member, International Association for Public Participation (IAP2), USA Affiliate

Licensed Trainer, IAP2

Customers

Art Museum of Eastern Idaho
Bonneville County United Way
Bonneville Joint School District 93
Bureau of Land Management
City of Boulder
City of Englewood
City of Fort Collins
City of Longmont
Fremont County, Idaho
Friends of Camas National Wildlife Refuge
Greater Yellowstone Coordinating Committee
Heart of the Rockies Initiative
Idaho Department of Lands
Idaho Environmental Quality
Idaho Falls Chamber of Commerce
Idaho Falls School District 91
Idaho Fish & Game
Idaho Health & Welfare
Museum of Idaho
US Air Force
US Department of Energy
US Environmental Protection Agency
US Fish and Wildlife Service
US Forest Service
Western Greater Yellowstone Consortium
Wildlife Conservation Society
Yellowstone Business Partnership

Education

University of Colorado at Denver, Ph.D.
coursework Graduate School of Public Affairs
Indiana University, Bloomington campus,
Master of Public Affairs

University of California, Santa Barbara,
Bachelor of Arts in Environmental Studies

Advanced training in facilitation, consensus-building, collaboration, active listening, conflict management, dealing with outrage

Qualifications

P2 Solutions owner Wendy Green Lowe specializes in providing public participation services for government agencies and non-governmental organizations seeking public input for decision-making processes. She specializes in facilitating respectful collaborative processes to take full advantage of diverse perspectives and designing and implementing public participation programs for controversial public issues.

Ms. Lowe has over 30 years experience in group process facilitation and public participation support. She is also licensed to deliver the International Association for Public Participation's flagship Foundations Training. She has worked professionally in Alaska, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, and Alaska, and less extensively in several eastern states, the District of Columbia, Canada, and Australia.

Recent Projects

- Designed and facilitated various public participation activities in support of the City of Boulder's Alpine-Balsam area planning process
- Strategic public participation support related to hazardous and radiological cleanup at US Department of Energy's Energy Technology & Engineering Center near Los Angeles, CA, including consultation with six Native American tribes
- Facilitated meeting for City of Fort Collins involving waste haulers to discuss an Interagency Agreement between the City and Larimer County for a new landfill
- Facilitated Advisory Panel and conducted community survey for a place making and wayfinding study for the City of Englewood
- Facilitated a stand-alone meeting for the City of Longmont focused on improving the safety of sky-diving operations at the municipal airport
- Facilitated a three-day retreat for Friends groups associated with 14 National Wildlife Refuges and Fish Hatcheries in Idaho, Washington, Oregon, California, and Nevada.
- Moderated a formal public hearing for the US Department of Interior's Office of Surface Mining Reclamation and Enforcement in Denver, Colorado
- Public involvement support at the Bunker Hill Mining and Metallurgical Complex Superfund Site located in Northern Idaho's Coeur d'Alene River Basin
- Facilitated workshop involving 40 Native American tribes and senior leadership of the US Department of Energy
- Facilitated public processes for the City of Boulder's Open Space and Mountain Parks Department including listening sessions related to agricultural leasing
- Facilitated four-year collaborative process to develop a regional plan for sustainable development for a consortium of four Idaho and Wyoming counties, seven cities, the Bureau of Land Management, US Forest Service, & Yellowstone Business Partnership
- Facilitated public participation process to support identification of long-term solutions to population growth faced by two school districts in eastern Idaho
- Designed and facilitated a three-day Idaho Wildlife summit for 650 people in seven locations to discuss how to leave a wildlife legacy for future generations
- Facilitated Western Wyoming/Eastern Idaho Biomass Utilization Group to develop a collaborative, community-based strategies for implementing economically viable methods for utilizing woody biomass resulting from mechanical forest restoration treatments on public lands in eastern Idaho and western Wyoming
- Facilitated five Sage-Grouse Local Working Groups to consensus on conservation plans for Idaho Fish and Game
- Facilitated listening session on bear baiting in grizzly habitat for Idaho Fish and Game