



Gina Bartlett

Director, CBI West, and Senior Mediator | Consensus Building Institute, Inc.

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PROFESSIONAL SUMMARY

Twenty years of experience as a mediator and facilitator in consensus building and collaborative planning on policy issues over a broad range of areas. Extensive experience developing organizational strategy and governance models and mediating multi-party negotiations with organizations, business leaders, and other decision makers.

EXPERIENCE

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| 2014-Present | Consensus Building Institute | San Francisco, CA |
| | <i>Director, CBI West, and Senior Mediator</i> | |
| | Lead CBI's practice and business strategy in the American West and manage projects of all sizes (\$8,000 - \$1.2mil). Assess, design, and facilitate consensus-building processes. Mediate complex, high stakes policy disputes related to public policy and natural resources. Facilitate organizational strategic direction and decision making. Primary practice areas are in water and natural resources management, scientific and technology issues, and organizational development. | |
| 2000-2013 | Center for Collaborative Policy | San Francisco, CA |
| | <i>Director & Managing Senior Mediator</i> | |
| | 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 |
| | <i>Associate</i> | |
| | 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 |
| | <i>Project Manager & Trainer in Violence Prevention and Cultural Competence</i> | |

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, George Mason University** 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

WATER RESOURCES

Russian River Water Sharing Program, California, 2021-2022. Mediated innovative agreement that allows water rights holders to share water with other users during drought periods as an alternative to state-mandated curtailments. Agreement is in its first year of implementation. Bartlett designed, mediated, and helped document the agreement that agriculture, cities, tribes, and the state negotiated. The group also gained support of the leading regional environmental organization.

Water Agency Consolidation, California, 2021-2022. Designed phased approach so public-facing boards could vet the pros and cons of consolidating. Process is underway as boards consider threshold votes to direct staff to move forward with developing the governance structure. Conducted situation assessment to design the process. Collaborating with the executives of three water agencies exploring a potential consolidation.

Water Rights Data System, California, 2022. Worked with the Water Foundation and the California

Water Resources Control Board to convene statewide leaders from academia, non-governmental, and water management organizations to advise on the development of a technology platform for water rights data in California. (Currently only available primarily in paper format.) CBI designed dynamic virtual sessions with senior leaders who helped identify and prioritize features. The Water Foundation issued a summary report of the effort.

Fox Canyon Groundwater Planning Facilitated Process and Mediation, California, 2020. Conducted situation assessment and convened representative stakeholder group and smaller work groups to address water management issues in the Oxnard and Pleasant Valley Basins in Southern California. Stakeholders included the groundwater agency, water resources agency, cities, agriculture, and environmental interests. CBI provided impartial facilitation for a core stakeholder group to address key initiatives around the future of water supply, basin optimization, replenishment assessment, and reduced water allocation; a work group to assess feasibility, potential water supply, and costs for projects for modeling and planning; and a legal committee to grapple with complex issues around allocation, ramp down, and conjunctive use. CBI set up an independent web site to promote transparency.

Convening Water Leaders on Water Resilience, California, 2019. Worked with the California Governor's Office of Planning and Research and Water Foundation to convene twenty California water leaders from agricultural, community and equity, environmental, watershed planning, and water supply to develop transformative recommendations for California's Water Resilience Portfolio. CBI designed and facilitated three sessions aimed to inspire creative thinking and innovation. Ultimately, the conveners submitted a statement to the Governor to reflect the collective insights of the group. (Note, the group was unable to formally sign due to the time-limited nature of the engagement and provocative nature of the recommendations.)

California State Water Resources Control Board, California, 2018-Present. Manage comprehensive agreement to provide mediation and facilitation to resolve conflicts related to water resources and plan strategically for the agency. Support training programs as necessary to develop Board staff capacity in facilitation and collaboration.

San Luis Rey Groundwater Basin Governance, Southern California, 2017-Present. In cooperation with the State Water Resources Control Board, mediated resolution of governance issues among five Native American tribes, the San Luis Rey Indian Water Authority, County of San Diego, and nine local water agencies. All were working together to develop a comprehensive plan to manage water resources for this area north of San Diego. Developed a consensus-based structure that was later rejected due to local political complications.

South American Groundwater Sub-Basin Governance Negotiation, California, 2017-2019. Mediate resolution of governance and boundary conflicts associated with implementing the Sustainable Groundwater Management Act. The negotiation involves a large regional agency, a small mostly agricultural water district, and the County of Sacramento. The parties are striving to resolve issues related to overlapping boundary claims with the State of California and a funding and governance structure to maintain independence while also cooperating to manage water resources.

Salton Sea Stakeholder Assessment and Facilitation, California, 2017-2020. Conducted stakeholder issue assessment and worked with the State of California and stakeholders to refine organizational structure to facilitate agency and interest-group input on the State's management plan implementation.

Facilitated multiple advisory committees related to Salton Sea management. The Salton Sea is a water body in the desert of Southern California that is evaporating, creating air quality public health hazard and degraded ecosystems critical for migratory birds.

Salinas Valley New Public Groundwater Agency Governance Structure, California, 2016-2017.

Facilitated diverse collaborative stakeholder group and mediated agreement on the governance structure for a public groundwater sustainability agency, including voting, board composition, and legal structure. Required by law, the new agency will regulate groundwater in the Salinas Valley, the only source of water for cities, rural residents, and the Valley's \$8 billion annual agricultural economy. CBI conducted an issue assessment and designed the transparent collaborative process, including SalinasGroundwater.org and a robust public outreach program to engage English and Spanish-speaking communities.

Integrated Science Review Panel Public Workshop Facilitation, California, 2016. Facilitated daylong meeting of 100 stakeholders and inter-disciplinary scientific panel that presented the conceptual model and findings on the Russian River watershed ecology in Northern California.

Sacramento Water Forum, California, 2015-2016. Facilitated discussions between the City of Sacramento and the environmental caucus to consider modifying an element tied to flows and operations on the Sacramento River of the longstanding regional Water Forum agreement.

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 public workshops in regions throughout California.

Groundwater Sustainability Agency Formation in Sonoma County, Northern California, 2015-2017.

Mediated agreements on governance for two emergent groundwater agencies, including legal structure, governing board structure, voting, initial funding, and public advisory component in two priority basins under California's Sustainable Groundwater Management Act. Convened meeting of elected officials from 9 public agencies to resolve final conflicts on voting and representation. Provided strategic consultation on countywide community engagement. Facilitated nine public workshops to solicit input and build widespread support and understanding. Conducted issue assessment with eligible agencies and stakeholders and conducted a joint evaluation with Sonoma County staff to assess issues and design a decision-making framework on the agency formation process.

Water Foundation Stakeholder Engagement Roundtable, California, 2015. Facilitated a 20-participant dialogue among diverse stakeholders in California water to provide feedback on a draft report on stakeholder engagement best practices for implementing the Sustainable Groundwater Management Act. Provided feedback to report authors, a group of environmental justice advocates and scientists, to reflect best practices in the field of stakeholder engagement and environmental conflict resolution.

Lower Russian River Wastewater Solutions Assessment, Sonoma County, California, 2015. Conducted 30 interviews with stakeholders on wastewater treatment issues in small communities along the Lower Russian River, a protected water body. The state regulator was completing a study on the river's total maximum daily loads with wastewater as a significant contributing factor. Wastewater treatment has long been a controversial issue in the area, and the assessment determined that without regulatory

requirements, community residents would be unlikely to improve onsite wastewater treatment systems. This coupled with concerns about the ability of homeowners to comply with new potential regulations given the physical constraints of the area, the assessment recommended that the two regulatory agencies convene an advisory group to develop recommendations to meet performance goals established through the regulatory study.

Mono Basin Mediation on Feasibility of Scientific Recommendations, Los Angeles, California, 2011-2012. Facilitated an effort of the California Department of Fish & Game, California Trout, the Mono Lake Committee, and LADWP to assess feasibility and develop terms for a new licensing agreement for LADWP's Mono Basin operations. Feasibility was associated with implementing flow recommendations to improve fisheries and habitat of Mono Basin streams while providing drinking water to Los Angeles; the flow recommendations were the culmination of a 12-year legally stipulated monitoring program.

Sonoma Valley Groundwater Management Plan Assessment and Facilitation, Sonoma, California, 2005-2008. Stakeholder Assessment, Process Design, Facilitation and Mediation. Conducted an assessment to explore technical issues and potential agreement for the groundwater planning in this rural wine-producing region. Based on the recommendations, the Sonoma County Water Agency established a 20-member diverse panel to negotiate groundwater management. The successful collaborative effort has continued and is in its sixth year of implementing the adopted Plan.

Cosumnes, American, Bear and Yuba Rivers Integrated Regional Water Management Plan, El Dorado, California, 2006-2008. Facilitated development of a comprehensive integrated regional water management plan across four counties in the foothills of the Sierra Nevada Mountains. After nearly 25 diverse organizations and historic adversaries adopted the plan, the group created an independent regional entity to implement the plan and realize the regional benefits possible through projects improved through collaboration.

California Urban Water Conservation Council, Sacramento, California, 2008-2011. Facilitated various committees in this statewide membership organization. In 2008, she assisted the Steering Committee in negotiating the final agreements to revise the Best Management Practices—the guiding principles of water conservation for water agencies throughout California. In 2009, she facilitated a sub-committee that was negotiating a universal methodology to measure conservation.

California Water Plan, California, 2002-2003. Facilitated development of the statewide water plan that provides a framework for the California governor and legislature's water management policy decisions. Sixty-five stakeholders developed an innovative strategic planning framework to assess 2030 water supply conditions and recommend management strategies.

Lower American River Task Force and Recreation Management Plan, Sacramento, California, 2000-2004. Facilitated monthly planning meetings consisting of city, county, regional, state, and federal agency representatives. The group coordinated management and projects for this river critical to flood safety and water supply in the Sacramento region. The collaborative produced the River Corridor Management Plan, as a step to updating the American River Parkway Plan, management recommendations and policies for a 23-mile trail adjacent to the river passing through an urban corridor striving to balance public access with habitat conservation.

Butte County, California, Water Resources Collaborative, Northern California, 2000-2001. Conducted situation assessment and designed process to engage more than 35 stakeholders representing water

suppliers, farmers, environmentalists, and state and local agencies. The goal of the process was to secure future water supply through integrated resource management in county deeply divided on water issues. The group established a negotiation framework to develop basin management criteria to evaluate conjunctive management opportunities.

NATURAL & CULTURAL RESOURCES

Restoration of Migratory Birds in the Gulf of Mexico Structured Decision Making, National, 2022. Planned and facilitated structured decision-making process to form a common research agenda for researchers and conservationists across the Gulf of Mexico. Worked with two structured decision-making experts to integrate that process into a multi-day engaging virtual work session to identify research questions that would inform management strategies to protect and enhance bird populations in the Gulf. Participants appreciated the workshop structure and outcomes that will form the basis of a substantial research proposal.

Bay Adapt: Regional Strategy for a Rising Bay, San Francisco Bay Area, 2020-2021. Bay Adapt is an initiative to establish regional agreement on the actions necessary to protect people and the natural and build environment from rising sea levels. Provided strategic guidance on process design and environmental justice engagement. Facilitated executive leadership advisory group of 30 governmental, nonprofit, and community leaders.

San Francisco Bay Wetlands Regional Monitoring Program (WRMP) Regulatory Workshop Agency Facilitation, California, 2021. Worked with the U.S. Environmental Protection Agency, California's San Francisco Regional Water Board, the Army Corps of Engineers, and the San Francisco Estuary Program to design and facilitate a workshop for regulatory agencies to consider aligning monitoring requirements across the San Francisco Bay based on the science-driven WRMP. The design involved two sessions: the first with agency leaders and staff who were able to meet together in facilitated discussions to identify opportunities and barriers to adopting a shared monitoring program. The second workshop was tailored for on-the-ground staff to delve in to the details of implementing an aligned approach. As a result of the workshop, regulatory agencies were able to coalesce within the agency and also better understand monitoring requirements of other agency partners. WRMP leadership was able to craft a tailored approach to work with each agency after the workshop to move the program toward implementation.

Lake Tahoe West Restoration Partnership, California, 2019-2020. Facilitated collaboration among federal, state, and local agencies and stakeholders to address fire risk and landscape resilience across 60,000 acres of forested landscape in the Tahoe Basin. CBI provided facilitation, project management, and senior strategic leadership for project planning, permitting, environmental analyses (federal and state), and implementation. Senior project oversight and process design included managing the overall project work plan, sequencing and integration of the teams and their work products, identifying strategic next steps, and problem solving around emerging challenges.

Salinas River Long-Term Management Plan, California, 2018-2019. Conducted assessment, designed process, and facilitated multi-stakeholder planning group advising on the development of the plan. The goal is for this plan to provide the foundation for a habitat conservation plan. Key issues included invasive species management on private lands, fish passage, and ocean lagoon management.

Lake Tahoe Shoreline Plan, California, 2016-2018. Mediated policy and regulations for 72 miles of shoreline, including recreational access, boating facilities, piers, marinas, environmental improvement, and low lake level adaptation. Lake Tahoe is governed via a compact between the states of California and Nevada. Conducted stakeholder assessment, designed comprehensive mediation and outreach process, facilitated joint fact finding to seek input on scientific issues, mediated executive leaders' negotiations on policy, oversaw public outreach process, and advised on strategy and presented to governing board to create widespread support for policy that has been litigated seven times over for 30 years.

Bay Area Regional Collaborative Process Mapping on Sea Level Rise, California, 2016. Facilitated discussions among a small group of Bay Area experts to process map action underway and needed to address sea level rise, including research, government, community, and non-governmental organizations.

Salton Sea Strategy, California, 2016. Facilitated meeting between funders and non-governmental organizations to improve communication and coordinate strategy between California's Salton Sea and Colorado River Basin drought management.

South Fork of the American River Cohesive Strategy Facilitation, California, 2017-Present. Facilitating SOFAR 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.

Cotoni Coast National Monument Planning Meetings, Central Coast, California, 2018. Designed and facilitated large (100+ participants) interactive planning meetings with Bureau of Land Management to identify issues and opportunities for this Central Coast property becoming part of the Coastal National Monument. Prepared summary report outlining key themes for consideration for future planning.

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. Designed 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.

Citizen Science Framework Development for the US Fish & Wildlife Service, Ft. Collins, Colorado, 2014-2015. Under contract with the U.S. Institute for Environmental Conflict Resolution, conducted a neutral assessment and online survey with Fish & Wildlife staff to determine the current 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. 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.

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. The

planning rule guides national forests in developing their individual forest management / strategic plans. 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 a 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.

Bay Area Water Trail Steering Committee, San Francisco, California, 2005-2006. Facilitated consensus-seeking steering committee to guide policy development and implementation of a plan to create the Bay Area Water Trail. Ms. Bartlett coached the project manager in managing a collaborative group, engaging interested stakeholders and negotiating mediating disputes.

San Francisco Bay Public Habitat Conservation and Access Policy Committee, San Francisco, California, 1999-2000. Designed and facilitated consensus-building dialogue among 20 diverse stakeholders to oversee related study and recommend policy to balance wildlife conservation with public access needs in the San Francisco Bay. Stakeholders included nonprofit environmental groups and federal and state resource agencies. The committee successfully developed and recommended policies for the Commission's approval.

American River Parkway Plan Update, Sacramento, California, 2003-2004. Facilitated multi-stakeholder group representing local and state government, recreation, historic preservationists, environmentalists, and local foundation representatives working together to update and re-craft a long-standing plan governing the use and oversight of this 23-mile linear trail running adjacent to the American River. Key issues were balancing public access with habitat protection.

TECHNOLOGY POLICY & INTERNET GOVERNANCE

Internet Corporation for Assigned Names and Numbers (ICANN) Consensus Building Playbook, International, 2020. Developed [consensus building playbook](#) to inform the multitude of consensus-seeking policy-making efforts of this international internet governance organization. Conducted interviews with community representatives and drafted fifteen plays to assist the many groups that ICANN convenes to address complex, international issues on internet-related governance.

Internet Corporation for Assigned Names and Numbers (ICANN), Los Angeles, Toronto, and Barcelona, 2018-2019. Mediator for the Expedited Policy Development Process on the application of the European Union's General Data Protection Regulation (GDPR). Mediated international body to develop global policies for internet governance to comply with GDPR, including data collection purposes, legal issues, liability, and commercial practices. Effectively facilitated 35 participants in four separate sessions to achieve session goals and outcomes.

ENERGY & EXTRACTIVES

International Hydropower Sustainability Governance, International, 2022. Developed recommended governance structure and corresponding work plan to launch an independent hydropower sustainability

certification body. The International Hydropower Association convened a multi-stakeholder sustainability council to create a robust international standard to certify sustainability of hydropower projects. The initiative hired CBI's David Plumb and Gina Bartlett to consult with stakeholders and its Sustainability Council and develop a proposed governance model for an independent entity. CBI collaborated with staff to write and present a multi-step process toward independence and a thriving standard that the Sustainability Council and IHA Board unanimously adopted.

Avian Solar Work Group, National, 2019-Present. Convene, design, and facilitate national collaborative of energy and conservation leaders seeking to advance responsible solar development by framing and encouraging independent scientific research to understand how birds interact with large-scale photovoltaic (PV) solar facilities. Formed in 2015, the ASWG's approach blends collaboration, issue identification, and active support for relevant research. CBI plays the role of convener and facilitator, facilitating the development and implementation of an annual work plan and documenting and tracking the group's decisions and accomplishments in the research field.

Potter Valley Partners Mediation, California, 2020-Present. Five parties formed a partnership to assume control of a hydroelectric facility with the goal of improving fisheries and guaranteeing water supply for two watersheds in Northern California. The parties call upon Bartlett periodically to mediate milestone agreements. In 2020, mediated an agreement among five parties and their attorneys on the project application to the Federal Energy and Regulatory Commission (FERC). In 2021, provided mediation and facilitation to craft agreement on strategy to move forward given significant uncertainty with the effort. The parties are the California Trout, County of Humboldt, Mendocino Inland Power Commission, Sonoma Water, and Round Valley Indian Tribes.

Potter Valley Hydroelectric Project Ad Hoc Committee Process, California, 2018-Present. U.S. Congressman Jared Huffman convened a diverse ad hoc stakeholder committee to develop recommendations for the future of the Potter Valley Project to inform the Federal Energy Regulatory Commission relicensing process. CBI mediated development of a project proposal among five parties, including tribal and county governments, water agencies, agricultural water district, and conservation organization. Initially, CBI designed and facilitated process for ad hoc policy makers' committee and two technical working groups (one focused on fish passage and the other modeling water supply scenarios) to conduct analyses and evaluation of fish passage technologies and water supply scenarios to craft recommendations to meet two-basin solution of improving fish passage and habitat and water supply reliability in two watersheds. CBI developed project website (pottervalleyproject.org) to promote transparency and share information. CBI continues to work closely with the Congressman, his staff, consultants, and planning agreement partners to advance efforts.

Altamont Pass Wind Resource Area Scientific Review Committee Facilitation, Bay Area, California, 2006-2010. Facilitated Scientific Review Committee's effort to identify management actions to reduce avian mortality in the Altamont Pass Wind Resource Area and to design a scientifically credible program of study to measure the associated change. Raptor mortality, in particular, has been a source of conflict and presented complex management and scientific challenges in this vast wind farm of nearly 4000 turbines east of the San Francisco Bay Area.

California Public Utilities Commission Divestiture Projects, California, 1998. Designed public involvement program identifying stakeholders, assessing issues, and developing communication materials to educate the public. Facilitated meetings throughout California soliciting public input on

environmental review assessing impacts of restructuring California retail energy market.

AIR QUALITY

Owens Lakebed Master Plan Process, Lone Pine, California, 2010-2013. Facilitated development of a master plan for the historic Owens Lake in the Eastern Sierra. The Los Angeles Department of Water & Power, responsible for dust mitigation on the dry lakebed, convened a diverse collaborative to develop a master plan to achieve dust control while enhancing habitat and conserving water. The California State Lands Commission owns the land under the lakebed while the Great Basin Air Pollution Control District regulates air quality. These entities plus representatives of agriculture, local business, recreation, local, state, federal and tribal government worked together to develop the plan.

AGRICULTURE & COMMODITIES

Salinas Valley Agricultural Leaders Facilitation, California, 2018. Facilitated diverse group of agricultural leaders to help them prepare to contribute to the basin's groundwater sustainability plan. The purpose of the facilitated process is to share information and deepen understanding so agricultural leaders can participate effectively and advise their representative directors in the newly founded groundwater agency.

Fair Trade USA Coffee, Oakland, CA, 2017. Facilitated internal team focused on international, sustainable coffee production to confirm vision and priorities for measuring impact of program.

Western and Central Pacific Fisheries Commission Strategic Plan, Micronesia and Fiji, 2016. Facilitated development of strategic plan to set 10-year priorities. Commission is made up of 34-member countries that are implementing an international fisheries management agreement.

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.

Strategic Organizational Planning

U.S. Environmental Protection Agency Office of Water Executive Retreat, Washington D.C., 2022. Designed retreat for executive career staff and political appointees of the Office of Water, charged with wide-reaching responsibilities for drinking water, wastewater, oceans and coasts, and infrastructure. Bartlett conducted interviews to identify critical issues and executives' needs as a group and then worked with a planning group to design the retreat. Due to Covid, Bartlett was unable to facilitate the retreat, but several executives used the design to facilitate the retreat, and the planning team reported that the preparatory work supported a successful retreat.

National Audubon Migratory Bird Initiative Planning Team Priority Setting, 2022. Assessed key issues and opportunities and facilitated strategy session for the innovative, cross-disciplinary migratory bird initiative. The team is developing public-facing technology to harvest big data to inform protection of species and places. CBI worked with leadership to plan the two-day priority-setting session that will drive the initiative's work through the launch of its online platform and into the national organization's next strategic planning process.

The Nature Conservancy, Washington D.C. / Maryland Chapter, 2021. Conducted assessment with staff and trustees to explore opportunities and issues. Facilitated a visioning session with the Board of Trustees as well as the entire staff of the Chapter – it's first in-person event since Covid-19 pandemic.

County of Monterey Board of Supervisors, California, 2021. In cooperation with the County Administrative Officer and Board Chair, designing and facilitating several board retreats to identify priorities and build relationships to chart the course to recovery after the pandemic.

California Water Data Consortium, 2021. Designed and facilitated strategic planning effort for board and steering committee of newly formed entity. Worked with the CEO to document vision, mission, and strategic priorities. The Consortium is a cross-sector collaborative advancing open water data to inform California's critical water issues.

Bay Area Regional Collaborative (BARC) Strategic Priorities, California, 2020-21. Designed and facilitated strategic planning session with board of elected officials from nine counties and multiple cities in the Bay Area. BARC's mission is to coordinate and advance the region's public action on climate change.

California Citrus Mutual, 2020-2021. Conducted assessment and developed strategic plan with Board's Executive Committee and President when board was unable to conduct its strategic planning session due to Covid-19. Presented draft strategic priorities to Board and concurred on strategic focus. Later, designed and facilitated two-day board workshop to generate new vision and strategic priorities for the organization that is under new leadership.

Marin County Wildfire Prevention Authority, California, 2021. Worked with executive leadership to design and then facilitated an engaging, generative virtual thinking session with board to chart the course of this newly formed agency and develop relationships between board members. The outcomes formed the basis of the authority's vision, mission, and strategic priorities.

Citrus Research Board, California, 2019-2020 and 2022. Conducted assessment and designed and facilitated board retreat. After the departure of a long-standing president and several abrupt leadership changes, CBI partnered with the new president and board executive committee to design a retreat to reflect on strategic priorities for industry-related research, clarify its processes for funding research, and delineate roles and responsibilities as well as lines of communication within the organization. CRB is a

citrus agriculture organization, created by state statute, to fund research on behalf of industry. CBI worked with a graphic recorder to document insights and agreements.

Tahoe Inter-agency Executive Committee Retreat, 2019-2020. Facilitated retreat with approximately 12 executives who work together strategically to advance collaboration across the federal, Nevada and California, regional, and local governments in Lake Tahoe. CBI worked with the executives to re-tool their purpose and regular meetings to better serve the goals of the committee.

ID2020 Retreat, 2017. More than 1 billion people in the world are without a way to prove their identity, preventing access to financial services, health care, and immigration. ID2020 is a global public-private partnership that is driving solutions to provide “good” (ethical with privacy protections) digital identity. CBI facilitators worked with the executive director and staff to design and then facilitated its international retreat with the board, international non-governmental organizations, private companies, and governmental representatives. Retreat outcomes will help ID2020 to realize its next phase of strategic initiatives to address this global challenge.

University of California, Office of the President, Breast Cancer Research Program Strategic Priorities Planning, California, 2017-2021. Convened national expert researchers and advocates to identify strategic funding priorities for grant making on breast cancer prevention, environmental contributors, and health disparities. Organized and facilitated multiple meetings in this three-year strategic planning process. Carried out global challenge to solicit innovative prevention research concepts. Conducted process evaluation of four-year effort.

L.A. Metro Strategic Plan, California, 2017. More than 9.6 million people – nearly one-third of California’s population – live, work, and play within the Los Angeles County Transportation Authority’s service area. CBI helped the executives and Office of Extraordinary Innovation (OEI) clarify strategic priorities for the region and the agency. CBI interviewed executives and facilitated three workshops to identify priorities with the 16 executives who ran the major departments of the agency. The workshops laid the groundwork for LA Metro’s strategic plan. OEI went on to vet the strategic plan with the public and board, and Metro is now implementing the strategic priorities and goals.

Oakland Chamber of Commerce Strategic Planning, California, 2014-2015 and 2017. In 2014-2015, facilitated consensus on the chamber’s strategic direction to align board members with a new executive director’s vision to revitalize the organization. In 2017, facilitated board discussion and collaborated with executive director to refresh focus on the Chamber’s strategic direction.

San Francisco Bay Conservation and Development Commission Organizational Planning, California, 2016. Worked with planning department staff to restructure amid leadership changes and significant shifts in responsibilities due to rising sea level and climate adaptation.

Bay Area Regional Collaborative Organizational Plan, Bay Area, California, 2014-Present. During 2014-15, conducted an assessment and facilitated development of organizational plan for entity tasked with coordinating regional policy of four agencies: the Metropolitan Transportation Commission, the Bay Area Air Quality Management District, the Association of Bay Area Governments, and the San Francisco Bay Conservation and Development Commission. In six months, facilitated development of governance structure, organizational plan, cost sharing agreement, new name, and work plan focused on climate change with five executive directors and strategically engaged 20 elected officials and governor appointees that make up the Governing Board, all of whom reached consensus on the organizational

plan elements. Provide ongoing facilitation support as needed for strategic direction and other initiatives.

King County Housing Authority Board Retreat Facilitation, Tukwila, Washington, 2014. Facilitated board retreat for housing authority leading the country. Discussion focused on real estate strategy, geographic opportunity, resident service, and declining federal funding and increasing unmet demand for affordable housing.

Forest Foundation Board Retreat & Strategic Plan, California, 2014. Conducted assessment interviews and online survey and facilitated board retreat for small private foundation focusing on forestry education in California. The retreat was the first opportunity for a new executive director and multiple new board members to develop relationships and chart the course of the organization. The retreat affirmed the organizational vision and mission and developed strategic goals and objectives to guide its work plan for several years.

Bay Conservation & Development Commission Strategic Planning, San Francisco, 2012-2013. Facilitated development of BCDC's strategic plan to guide its work in the face of uncertainty associated with rising sea level, climate change, and constrained funding. BCDC permits all activity on the San Francisco Bay. Designed the process to engage staff along with Commissioners, who include local elected officials and state-appointees, as well as critical public stakeholders.

Sonoma County Agriculture and Open Space District Strategic Plan, Santa Rosa, California, 2007-2008. Ms. Bartlett co-designed and co-facilitated a multi-component dialogue focused on producing a five-year strategic plan for the District. Ms. Bartlett and her colleague developed and facilitated an Advisory Group of trusted Sonoma leaders, first in a residential kick-off retreat setting with selected staff participating, then in monthly meetings; facilitated staff retreat and joint staff-Advisory Group retreat; and worked closely with the staff and with the formal Citizen Advisory Committee. Finally, co-wrote the Plan with District leadership and one Advisory Group member. The Board of Supervisors adopted the strategic plan in early 2009.

PUBLIC HEALTH

Covid-19 Collaborative, California, 2021. Designed and facilitated multi-faceted collaborative effort to reduce Covid-19 infections with a strong equity focus. Convened by the Community Foundation for Monterey County, CBI designed a comprehensive structure that engaged more than 50 community leaders in a large collaborative to address emergent issues for agriculture, hospitality, schools, and communities; a communications group to coordinate messaging among public health agencies, community-based organizations, and the media; and a large scale community health worker initiative that sent trusted community members door-to-door to provide testing, quarantine resources, and vaccination.

Land Use & Transportation

City of El Cerrito Tenant Protections Task Force, California, 2019-2020. Conducted issue assessment and facilitated five meetings of a city-council-appointed task force convened to make recommendations to council on tenant protections consistent with the City's Affordable Housing Strategy. Task Force limited its recommendations to provisions of state law that was passed in the middle of the effort and made additional recommendations on outreach and data gathering. CBI documented the process and recommendations in a final report.

Buena Park Land Use Conflict Issue Assessment, California, 2015. Assessed opportunity for resolving issues associated with a proposed project for luxury residential housing and other improvements at a Southern California country club. Local opponents had launched a ballot initiative to the block development.

Marin County Highway 101 Improvements, Corte Madera, California, 2013. Facilitated committee of elected officials from the county and four cities to develop a recommendation on Highway 101 improvements in a high traffic corridor in Marin County in the Bay Area. Group increased understanding of the complex project and then decided additional study was necessary to move the project forward.

Campus Parkway Route Alignment Study, Merced, California, 1999. Facilitated meetings to solicit public input on the alignment of a roadway to a new University of California campus. Designed one formal scoping meeting for the broad community and three neighborhood and landowner meetings to address specific issues and concern. Assisted in the design of the County's public outreach program for constructing the roadway. Produced a video for widespread publication describing the project.

State Route 4 East Major Investment Study Meeting Facilitation, Walnut Creek, California, 1998. Facilitated public meetings to help public contribute to the Study, the purpose of which was to determine the preferred transportation investment 25-year strategy for East Contra Costa County, focusing on State Highway 4.

Economic & Social Policy

Piedmont Unified School District Facilities Planning, Piedmont, California, 2017. Designed and facilitated a series of public workshops to solicit input to inform Board of Education decision on new facilities for the district.

Piedmont Unified School District Long-Range Planning, Piedmont, California, 2006-2013. Worked with a collaborative governance team to engage the educational community in long-range planning through large dynamic community-wide meetings. She also provides ongoing consultation with school board members and the superintendent on collaborative governance and how best to engage the public on defining and achieving district goals.

Palo Alto Unified School District Community Budget Planning Meetings, Palo Alto, California, March 2006. Facing budget-deficit years after enjoying years of prosperity, the nationally regarded Palo Alto School District consulted with its active public on anticipated budgetary challenges. Ms. Bartlett designed interactive meetings for 100 participants to solicit parent, teacher and other community input. Meetings complemented an online survey tool.

Assessments

Cutting the Green Tape Taylor Tallac Case Study, California and Nevada, 2022. Given the pace and scale of restoration work that is needed to adapt to climate change and build resilience, this effort is an in-depth review of a particular restoration project's permitting process to identify lessons learned and develop recommendations to advance in the Lake Tahoe region and to inform the State of California's cutting the green tape initiative. CBI conducted interviews, facilitated a workshop to explore issues, and presented findings and recommendations to agency executives.

Resilient by Design Bay Area Challenge Assessment, Bay Area, California, 2018. This yearlong international design competition focused on creating resilience to sea level rise and flooding while addressing other regional challenges. Conducted 29 interviews with agency, nonprofit, community, and design team representatives to assess the Challenge's impact, lessons learned, and potential next steps toward a resilient Bay Area and prepared assessment findings report.

San Francisco Community Engagement Benchmarking Study, San Francisco, California, 2013. Co-author and project manager in this study to benchmark community engagement best practices in San Francisco and other external jurisdictions. The report recommends how San Francisco could build on its existing practices to improve its community engagement in the future.

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.

Golden Gate National Recreation Area Negotiated Rulemaking on Off-Leash Dogs Assessment, San Francisco, California, 2003. Conducted assessment on issues to prepare for negotiated rulemaking for off-leash dogs, a highly contentious issue for the federal parklands, a significant portion located in San Francisco.

Other Facilitation

BEA Systems, San Francisco, 1999. Facilitated WebLogic software release debriefing with engineers and managers.

Sacramento County Sanitation District, California, 1999. Facilitated one-day public planning meeting on sanitation district improvements.

Other Trainings and Workshops Delivered

Duke University, Monterey, California, 2019. Designed and conducted training on conflict resolution for Duke University's marine planning workshop.

Sonoma County Water Agency, Santa Rosa, California 2008. Co-trainer of a multi-day course for staff from all levels of the organization on negotiation and collaborative governance capacity building.

Jones & Stokes Consulting Firm, Sacramento, California, 2005. Taught introductory facilitation skills for staff.

United Nations World Environment Day and Harmony Foundation, San Francisco, California, 2005. Designed and facilitated workshop called Action Planning: A Workshop for Visionary Mayors of the World, geared to help mayors and other leaders plan for environmental action and climate change.

Kellogg Foundation, Wisconsin and Mississippi, 2000. Conducted project planning and implementation, workshops in Iowa and Mississippi as part of the Foundation's Managing Information in Rural America, a program designed to improve technological capacity of rural areas.

County of Sacramento Water Resources Division, California, 1999. Conducted training with staff on meeting facilitation and presentation skills.

TASC, Inc., Illinois, 1999. Conducted training for non-profit staff working with communities in criminal justice and substance abuse setting on conflict resolution and implementing a conflict resolution curriculum for working with young people.

San Mateo Board of Education and Peninsula Conflict Resolution Center, California, 1998. Conducted experiential workshop on alliance building with young people.

Alternatives, Inc., Chicago, 1997. Conducted training with non-profit staff on conflict management in the work place.

Alternatives, Inc. and Chicago Together, Chicago, 1997. Develop conflict resolution for urban youth curriculum and conducted train the trainers' sessions so staff could implement.

Society for Professionals in Dispute Resolution, Washington, D.C., 1992. Co-trainer for course on alternative dispute resolution skills for federal employees.

Other Research and Policy

Community Network for Youth Development, San Francisco, 1998. Organizational Policy Consultant.

New Orleans Target Cities Project, 1995. Conducted assessment and made recommendations on Opportunities for Violence Prevention.

Community Relations Service, Department of Justice, Chevy Chase, Maryland, 1993. Conducted research project, Conflict Resolution Theory in Applied Settings, for the Community Relations Service, which mediated ethnic and racial conflict.

Institute for Conflict Analysis and Resolution, Washington, D.C., 1992-1993. Conducted research project on Racial and Ethnic Conflict in Schools as part of a team.

SELECTED PUBLICATIONS AND REPORTS

“Community Engagement Benchmarking Report,” co-authored with Malka Kopell and Nicholas Dewar for the City and County of San Francisco Office of the Controller (2013)

“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)

PRESENTATIONS AND LECTURES

American Planning Association, 2019, San Francisco, California, Local Collaborative Planning for Climate Change.

First Annual Groundwater Sustainability Agency Summit, 2018, Sacramento, California, Strategic Collaboration and Stakeholder Engagement.

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, 2nd International Conference, 2016, South San Francisco, California. Negotiating Agricultural Representation in Decision Making on Groundwater Sustainability.

Kumamoto University, 2016, Kumamoto, Japan. Building Consensus in Public Policy.

Association of California Water Agencies (ACWA), 2016, Monterey, California, Groundwater Sustainability Agency Formation, How’s it going?

Groundwater Resources Association of California, 2015, Sacramento, California. Solid Steps forward for Boundary Determination, Legal Agreements and Public Participation.

Groundwater Resources Association of California, 2015, Sacramento, California. Engaging Interested Parties under the Sustainable Groundwater Management Act.

Groundwater Resources Association of California, 2015, Sacramento, California. Facilitator Roles and Benefits when Implementing the Sustainable Groundwater Management Act.

Association of Water Agencies of Ventura County Annual Water Symposium, 2015, Oxnard, California. New tools for new times: policy.

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.

Kumamoto University, 2010, Japan. Symposium Lecture on Collaborative Planning and Public Participation

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

Leadership Institute for Ecology and the Economy, 2008, Santa Rosa, California Collaborative Leadership

Compton Foundation, Fellows Program, June 2007. Core Competencies for Collaborative Projects & Partners

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

Society for Professionals in Dispute Resolution, September 2000, Albuquerque, New Mexico. Presenter, "Mid-Level Facilitators & Mediators: Integrating Experience for Professional Success."