



# Ryan Margaret Golten

Senior Mediator

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## PROFESSIONAL SUMMARY

Over two decades as a facilitator, mediator and lawyer working on complex, multi-party conflicts involving communities and the environment, with a focus on developing collaborative, equitable solutions to water, climate and other resources challenges. Ryan is known for her ability to navigate complicated technical and regulatory environments, help parties collectively understand information and data, and facilitate broadly supported outcomes that build relationships and increase stakeholders' capacity to solve problems together.

## KEY SKILLS

- **Bringing parties together.** Known for ability to engage stakeholders from policy, science, and community backgrounds to share perspectives, analyze data, build understanding and develop common ground.
- **Consensus builder.** Designs and leads multi-party dialogues to work through differences and build lasting agreements on technically complex issues and high conflict policy disputes.
- **Substantive expertise.** Brings strong legal background as well as expertise in areas such as water resources, public lands, wildlife, land use and climate-related planning.
- **Experience with diverse stakeholders.** Extensive work in intercultural settings, drawing from decades of experience in the American Southwest and Latin America, including in rural and tribal communities.
- **Strong communication skills.** Exceptional writing and verbal presentation skills, drawing from legal background; regularly presents assessment findings and other updates to parties and decision makers.

## EXPERIENCE

2017-Present	Consensus Building Institute <i>Senior Mediator</i>	Boulder/Denver, CO
	Assesses, designs, and facilitates processes to help groups reach consensus on complex resources issues and other challenges in need of collaborative, interest-based solutions. Primary practice areas include water allocation and water quality, public lands, land use, wildlife, climate mitigation and adaptation, and local and state planning efforts.	
2013-2016	Collaborative Decision Resources (CDR Associates) <i>Program Manager / Mediator and Facilitator</i>	Boulder, CO
	Worked as mediator and facilitator on complex issue and disputes, both domestic and international, in which technical data and human values were paramount. Trained	

leaders and members of the public in collaborative problem-solving, facilitation and mediation.

2011-2012      Self-Employed      Boulder, CO  
*Contract Attorney and Mediator*  
Conducted assessments of water and community-environmental conflicts and supported governance processes related to land and water rights in Colorado and New Mexico.

2005-2010      New Mexico Legal Aid      Santa Fe, NM  
*Staff Attorney*  
Worked with irrigators to find solutions to water, land management and zoning challenges. Helped build common ground among ranchers and farmers, legislators, environmentalists, academics, state agencies and other stakeholders with regard to state and federal land-reform, water allocation and water planning. Provided legal analysis regarding a variety of issues, including water rights, land use, stewardship, zoning, land recovery and easements.

## EDUCATION

2004      University of New Mexico School of Law      Albuquerque, NM  
*Juris Doctor, magna cum laude*

1994      University of Michigan      Ann Arbor, MI  
*Bachelor of Arts, with high honors*

1992      New Mexico Bar Association and Association for Conflict Resolution New Mexico  
*Professional Mediation Certificate, CDR Associates*

## MEMBERSHIPS

2004 – 2021      New Mexico Bar Association      New Mexico  
2013 – current      Association for Conflict Resolution      Washington, DC  
Environment and Public Policy Section Member

## SELECTED PROJECTS

### WATER, LAND AND ENVIRONMENTAL JUSTICE ISSUES IN HISTORICALLY DISADVANTAGED COMMUNITIES

**Tribal Sectoral Committee, Rio Grande Basin Study.** Facilitates a Committee of nearly ten tribes working in partnership with the Bureau of Reclamation and over a dozen other local, regional state and federal entities to develop the first-ever Rio Grande Basin Study in New Mexico. The Study's purpose is to understand risks and potential adaptation strategies for the Basin in a future with less water. CBI is working with the Tribal Committee and Reclamation to ensure the Committee and its members are engaged properly in the process, consistent with their individual and collective interests, and that tribal perspectives are accurately and meaningfully captured in the Study itself.

**EPA/Colorado Smelter Superfund Site.** Facilitates the Community Advisory Group (CAG) to ensure local residents are engaged with EPA and their state partner, CDPHE, in their management of the site, which includes a significant environmental justice focus. Mediates problem-solving within and among the federal and state government agencies, community stakeholders, and local jurisdictions to ensure the CAG is a productive stakeholder forum to discuss and address public health issues impacting historically marginalized communities within the Superfund site.

**BLM Stakeholder Assessment, San Luis Valley, Colorado.** Over a nine-month period, worked with BLM to identify and interview over 50 Tribal, hispano, agricultural, recreational, traditional land use, municipal, county and other local representatives with an interest in BLM-administered lands in a rural, low-income area of southern Colorado with a significant history of environmental injustice. Developed an assessment highlighting Tribal and non-Tribal stakeholders' priorities, interests, and concerns for future BLM planning and protection of these lands; how parties wish to engage with the BLM in future efforts; and how BLM planning can address environmental justice. The assessment will inform the upcoming update to BLM's Resource Management Plan.

**Los Angeles Regional Water Quality Control Board MS4 Permit.** Facilitated discussions among the Los Angeles Water Board, permittees and other stakeholders, including advocacy organizations and community environmental justice groups, to develop new regional stormwater permit for nearly 100 cities and counties in the Los Angeles metropolitan region, in the midst of on-going litigation with several key stakeholders over related permits. Conducted stakeholder interviews, drafted briefing memo with recommendations for convening the parties, and facilitated a high-conflict stakeholder workshop process to seek areas of agreement among cities, counties, environmental groups and regulators, reduce chances of litigation regarding the new permit, and address significant local environmental justice and community engagement concerns involving the new permit.

**Salton Sea Management Plan.** Co-facilitated Advisory Committee process to help the State of California implement its 10-Year Plan to manage and protect the Salton Sea, including integrating local engagement into the state planning process. The process involved highly complex legal, regulatory and technical issues; a web of institutional and community stakeholders; and crisis-level air quality and habitat issues. Worked with the State and leaders and stakeholders in Imperial and Riverside counties to address, in particular, the public health opportunities for, and meaningful engagement with, disproportionately impacted and under-resourced communities near and along the U.S.-Mexico border.

**WRAP Integrated Water Resources Management Planning (San Antonio River, TX and Verde River, AZ), River Network and EPA's Office of Water.** Co-facilitated a national assessment to better understand how integrated water resource management could be applied through an equity lens to benefit under-resourced communities, with pilot locations in San Antonio and Arizona's Verde River watershed. Developed and facilitated an equity and engagement process for the Urban Waters Partnership in San Antonio to explore the use of equity mapping and community-based processes to integrate water projects to serve historically disadvantaged communities. Highlighted learnings for River Network, EPA and the National Park Service in their work to promote integrated, locally informed, equity-focused water management throughout the country. CBI's [report](#) is available here and was incorporated into EPA's broader 2022 report entitled [Promoting Equitable Water Supply Management Through Integrated Planning and Partnerships](#).

**EPA Urban Waters Partnership Program (NM).** Facilitated workshops in Albuquerque to build collaboration among federal agencies administering programs in the Middle Rio Grande corridor and

members and leaders of Tribes and low-income communities, including unincorporated colonias, directly impacted by federal projects. The workshops addressed barriers to robust public participation in the NEPA process for each project and resulted in development of a strategic outreach plan for agencies working in Albuquerque's South Valley communities on issues of environmental justice.

**California Bacteria Summit.** Worked with the State Water Board and statewide stormwater association to design and facilitate a three-day stakeholder summit to look for ways to more effectively regulate water quality risks regarding swimming and shellfish consumption in California, with a focus on equity. The Summit brought together both regulators and regulated entities, as well as several tribal nations, environmental advocates, academics and other experts, to look at the latest science on harmful bacteria and collaboratively explore achievable approaches to ensuring waters are safe to swim and shellfish safe to eat, with a focus on impacts to low-income communities.

**Colorado Department of Natural Resources, Executive Director's Office Strategic Visioning.** For two years, worked with the Executive Director's office to develop DNR's vision and strategic priorities across the Department. The planning effort focused on inter-disciplinary efforts and exploring synergies between water and the State's energy transition, biodiversity and land conservation goals, with a strong focus on climate planning, active engagement and co-stewardship opportunities with tribes, and recognition of both urban and rural interests across the State.

**EPA, Justice40 and Wetlands Program.** Co-facilitated a series of conversations between EPA headquarters and EPA's Wetlands Program coordinators, for both states and tribal nations acting as EPA partners, to integrate the Administration's Justice40 initiative and principles into the administration and reporting of wetlands program development grants.

## CLIMATE, HOUSING AND EQUITY

**City of Denver, Waste No More (Zero Waste) Task Force.** Facilitated a 26-member Task Force charged with developing implementation recommendations for a voter-passed zero waste ordinance with a focus on climate equity and environmental justice. Conducted an assessment to launch the nine-month Task Force process, comprised of commercial and multi-family building representatives, waste haulers and processors, construction and demolition companies, compost and recycling advocates, unions and other key stakeholders. The Task Force finalized a set of recommendations in Sept. 2023.

**City of Aspen, Decarbonization Building Performance Standards Advisory Committee.** Facilitates a 25-person committee of stakeholders helping Aspen decarbonize its building stock by 2050, with a focus on supporting less resourced buildings, preventing further displacement, transitioning the work force with good local jobs, and setting a standard that can inspire others and be replicated elsewhere.

**Energize Denver Task Force, Denver Office of Climate Action.** Facilitated a complex, fast-paced Task Force effort to electrify Denver's 17,000 existing buildings and transition them to net zero energy by 2040, while prioritizing benefits for historically disadvantaged neighborhoods. Structured and facilitated monthly Task Force meetings, with several Work Groups and consultant teams providing regular decision-making input, tools and analysis, including on equity mapping and workforce development. The Task Force adopted its ground-breaking consensus recommendations in August 2021.

**New Mexico Climate Task Force.** Through the U.S. Climate Alliance, in 2020 helped the State develop a stakeholder engagement plan to guide the State's Climate Action Planning. Building on that work, was engaged by the State in 2021 to help design and facilitate a Climate Action Task Force to guide New Mexico's climate planning, with a strong focus on meaningfully engaging BIPOC leaders and prioritizing communities of color in climate planning, adaptation and mitigation.

**City of Denver Accessory Dwelling Unit (ADU) Advisory Committee.** Facilitated an Advisory Committee comprised of City Council members, housing advocates, neighborhood associations, architects, and other Denver stakeholders to help the City address and remove barriers to building ADUs. The effort was designed to increase housing stock in Denver, with a focus on more equitable and affordable housing. The Committee's work will result in an amendment to the Zoning Code in 2023.

**COP26 Climate Risk Assessment 'Lessons Learned' Workshops.** With the Woodwell Climate Research Center, co-facilitated country-specific workshops to prepare for the 2021 U.N. Climate Change Conference (COP26) in Glasgow. Led participatory discussions among country experts, ranging from China to Argentina, to provide input to COP26 Presidency on the most effective ways to deliver climate risk information to policy and decision-makers, based on lessons learned from a variety of countries.

**E-Lab Clean Energy Transition 'Accelerator' (ZOMA).** Worked with ZOMA and RMI to adapt the Rocky Mountain Institute's E-Lab Accelerator framework to a CBI-facilitated clean energy accelerator event in Chile.

#### COLLABORATION + CONFLICT RESOLUTION ON WATER, WILDLIFE, WILDFIRE AND NATURAL RESOURCES IN WESTERN U.S.

**CO Wolf Restoration Working Group.** Facilitated an intensive, six-month workgroup process to bring down temperatures and provide input to Colorado Parks and Wildlife (CPW) in addressing the significant implementation conflicts that have arisen since the late 2023 reintroduction of wolves. The working group involved ranchers, wildlife advocates and experts, CPW, and Colorado Department of Agriculture. While the group was envisioned as a short-term conflict resolution effort, the group will continue to be a sounding board for the State in promoting wolf-human coexistence through policy, on-the-ground tools and strategies, and trust-building across increasingly polarized interest groups and geographies in the state.

**Great Outdoors Colorado (GOCO) + Colorado Parks and Wildlife Partnering Process.** Facilitated a series of partnering workshops to strengthen the collaboration between the two organizations to protect wildlife while supporting outdoor recreation in the state. The process will result in an updated MOA between the two entities to collectively shepherd the millions of dollars of state lottery funds to enhance the state's parks, trails, wildlife, rivers, and open spaces.

**Headwaters of the Colorado.** Conducted a stakeholder assessment and facilitated a partnering effort to develop collective goals, objectives, approaches and operating agreements for a cross-jurisdictional collaborative to build wildfire resilience and watershed health in the headwaters of the Upper Colorado River Basin along the Colorado-Wyoming boarder, where catastrophic wildfire poses significant risks to water security, forest function, and rural agricultural communities. With leadership from state and federal public lands managers from both states, private landowners, local governments, resource experts, conservation districts, research institutions, and non-profits, the collaborative is working to

leverage funds for and coordinate across landscape-level forest and watershed resilience projects in a remote, rural landscape at the headwaters of a pivotal western river.

**Colorado Department of Natural Resources Division-Wide Strategic Planning and Alignment.**

Worked with leadership across all DNR divisions and the Executive Director's Office to build a 'One DNR' approach to resource challenges and opportunities in the state. Through an assessment and workshop process, helped division directors and leadership address challenges to collaboration, identify synergies and key issues, and discuss alignment of work across the divisions. Outcomes included new DNR-wide strategic priorities, updated collaboration structures, and significant building of reciprocal relationships across the department.

**Ogallala Aquifer Summit/Coordinated Agriculture Project.** Working with the federally funded Ogallala Aquifer Project, NOAA and several other partners to plan a multi-day groundwater summit in early 2024 of hundreds of water policy leaders, managers, irrigators/producers and tribes in the 8-state Ogallala Aquifer Region focused on groundwater declines and agricultural sustainability. CBI facilitated similar Summits in 2018 and 2021. Outcomes have included identifying and prioritizing state-based approaches and best practices for managing the aquifer; next steps for intra- and inter-state management and policy options conducive to sustaining agriculture and the well-being of communities within the Ogallala aquifer region; and science/data needs and outreach approaches that enable policy leaders, water and land managers, producers, and others along the value chain to achieve greater conservation and water use efficiency goals.

**Yampa River Integrated Water Management Plan.** Facilitation and process design support to the Yampa-White-Green Basin Roundtable and its IWMP Committee, in western Colorado, comprised of over 25 members representing a diverse set of local governments, agricultural representatives, conservation groups, water districts and other stakeholder interests. Facilitated effort to clarify the purpose, need, and sideboards necessary to implement an IWMP for the Yampa River, and co-facilitated Committee decision-making based on extensive data and stakeholder assessments. The IWMP Committee developed multi-benefit projects to advance Basin goals with support from River Network, Walton Family Foundation, The Nature Conservancy, Colorado River District, and others.

**Yampa River Dashboard.** Facilitates a collaborative, cross-organization effort as an outgrowth the Yampa IWMP to develop a centralized, interactive and accessible platform for water users and the public on water-related data such as stream flows, river temperatures, and water rights calls. The Dashboard is intended as collaborative tool to serve stakeholders in the Colorado's Yampa River Basin.

**Upper Roaring Fork River Integrated Water Management Plan (CO).** Facilitated a multi-stakeholder coalition of local, state and federal government, irrigators, NGOs, recreational groups and others to provide recommendations to Aspen and Pitkin County regarding river management alternatives. Conducted an assessment to understand key issues, opportunities and constraints, to help inform the process and approach in light of complex legal and policy conflict affecting future river operations. Worked with the coalition to study the river system, community priorities, regulatory and legal issues and constraints, feasible management options, and trade-offs in river management and restoration alternatives, and to vet, prioritize, and recommend options for the City and County's consideration.

**Big Thompson Watershed River Envisioning Project (CO).** In 2019-2021, provided facilitation to a multi-stakeholder Advisory Committee to develop an integrated plan for the Big Thompson River to meet the long-term needs of local communities, including towns, businesses, recreators, and irrigators,

while securing the future health and resilience of the river and its resources. With a technical team of scientists and engineers, helped the BTWC and Advisory Committee integrate a data-driven river assessment with an in-depth stakeholder assessment of interests, values and needs for the Big Thompson River.

**The Nature Conservancy, Yampa River Basin Visioning (CO).** Facilitated a visioning and strategic planning effort with an interdisciplinary team focused on TNC's Carpenter Ranch on the Yampa River. The ranch will serve as a living laboratory for the region on innovative water practices, watershed and habitat conservation, and regenerative agriculture in the face of climate change and reduced river flows.

**Clear Creek Integrated Water Management Plan Steering Committee (CO).** After conducting a stakeholder assessment, facilitated Committee discussions to identify the goals and parameters for watershed-wide collaboration on Clear Creek. Goals include the increased alignment of projects and ongoing identification of watershed needs, to address environmental, recreational, stormwater, water quality, transportation, industrial, agricultural and other interests in the river.

**Coalition for the Poudre River Watershed Fish Passage Pilot Project (CO).** Provided facilitation to support partnerships between the Coalition and local ditch companies to upgrade critical diversion structures in the Poudre River downstream of Fort Collins with river-friendly fish passage structures, as pilot for other locations in Cache la Poudre River.

**Yampa-White-Green Basin Implementation Plan Update (CO).** With a technical team, facilitated the Basin Roundtable's current BIP update. Facilitated a 25-person stakeholder committee charged with refining Basin goals and objectives in light of current challenges, vetting a list of current and anticipated Basin projects in light of State criteria, identifying gaps in technical information that need further exploration for Basin planning, and developing an updated BIP for the Roundtable's approval.

**City of Fort Collins River Health Assessment Framework.** Facilitated an intra-departmental effort to develop a River Health Assessment Framework to quantitatively define the City's vision for a healthy and resilient Poudre River on Colorado's front range. The tool has been used for State of the River Reports and to evaluate river health impacts of internal and external projects.

**City of Fort Collins 'River Flow Negotiations/Lessons Learned' Workshop (CO).** With the City's leadership, Ryan co-designed, organized and facilitated a workshop with partners to explore, discuss and build understanding about lessons learned for engaging in negotiations concerning flow regimes.

**Water Resources Plan Workshop, Metropolitan Water District of Southern California.**

Co-facilitated workshop involving hundreds of participants to share information, receive input and discuss strategies related to the District's updated Integrated Water Resources Plan. Participants included member agencies and jurisdictions, elected officials, water managers, non-governmental organizations, private industry, academics, and community stakeholders. Navigated the tension of soliciting meaningful input in a process that involved significant technical and policy challenges, significant conflict, a severe drought, and resources central to millions of people's lives.

**Left Hand Creek Watershed Master Plan (CO).** Facilitated a 25-member Coalition of local, state and federal agencies, water districts, and community stakeholders tasked with developing a master plan for the Left Hand Creek watershed in the wake of the 2013 floods. Managed and facilitated the oversight

and collaborative problem-solving work of the Coalition. In close coordination with a technical team of scientists and engineers, planned and facilitated the public engagement process for hundreds of private and institutional stakeholders to provide input and buy-in into the watershed master plan.

**Fourmile Creek Watershed Master Plan (CO).** Co-facilitated a County task force to develop a master plan for Fourmile Creek, working closely with Engineering team and project partners. The project led to extensive public engagement and meeting facilitation for Boulder County during its concurrent processes of watershed restoration and controversial road-rebuilding through Boulder's Fourmile Canyon.

**City of Aspen Long-Range Water Supply Study (CO).** Conducted assessment and process design for collaborative effort to study future water supply and demand under a range of climate scenarios, in context of contentious litigation and planning challenges. Interviewed 35 stakeholders including federal, state and local land and water management agencies, conservation groups, regional water management entities, jurisdictions, local landowners, and many others. Produced report with findings and recommendations for collaborative planning process in 2017.

**Colorado Department of Transportation Storm Water Task Force.** Co-facilitated a statewide Task Force charged with developing consensus recommendations for new policies and procedures consistent with state and federal regulatory requirements. Worked with Task Force to anticipate, understand, and mediate areas of conflict among different regional and headquarters offices.

**CWCB Technical Update (CO).** Provided facilitation support to the Colorado Water Conservation Board and other stakeholders to update the SWSI, a technical analysis of state water supply and demand forecasts, in support of Colorado's newly drafted and first-ever Water Plan. The process involved a large technical team working with the State and stakeholders to identify Colorado's current and future water needs, as well as potential approaches to meet those needs.

**Water Savings in Performance Contracting, Western States Peer-to-Peer Exchange.** Helped design and facilitated workshops for Western Resource Advocates and the State Energy Offices of Colorado, Nevada, New Mexico and Arizona to develop strategies to accelerate water savings measures in state performance contracting in the Colorado River Basin states. The process identified key gaps the states wish to address and priority next steps, including collaborating with partners, identifying funding sources, and developing best practices guidelines along with potential state-level policy changes.

**Colorado Energy Office Produced Water Policy Dialogue.** Co-facilitated a multi-stakeholder effort to identify interests and barriers to the reuse of produced water from oil and gas operations. Interviewed 30 stakeholders and designed and co-facilitated a one-day dialogue with 65 stakeholders from across Colorado, including energy companies, state regulators, federal agencies, NGOs, attorneys, counties and others. The dialogue focused on potential opportunities, key challenges, and next steps for exploring the re-use of produced water. Co-drafted a white paper for the Energy Office to frame the issues and recommend next steps to lawmakers, industry groups, NGOs, and educational and policy institutions.

**Douglas County Water Permitting Mediation.** Mediated large dispute on Colorado's Front Range involving the future of a long-standing water system in a large, unincorporated area of Douglas County. This involved gathering and synthesizing information from a diverse array of State, County and private



sources, building dialogue and identifying common interests among the diverse stakeholders, identifying and evaluating options, and working to develop a plan for a future water supply system.

## COLLABORATIVE APPROACHES TO LAND MANAGEMENT, LAND USE AND ENERGY

**BLM Travel Management Planning, Southwest Colorado.** Facilitated a pre-NEPA stakeholder assessment and community meetings to explore how upcoming planning for a remote system of BLM trails and roads could support regional economic development and recreational goals in low-income, rural communities transitioning off coal and uranium mining in Dolores, Miguel and Montrose counties.

**Browns Canyon National Monument (BCNM) Planning Assessment Process (CO).** Co-facilitated a stakeholder assessment process for the BLM and U.S. Forest Service, which are jointly charged with managing BCNM in southern Colorado. The process involved designing and facilitating in-person listening sessions, stakeholder interviews, and an overall stakeholder assessment to inventory human views and values regarding the area. Project culminated with a Social Landscape Assessment to guide future NEPA scoping and planning for BCNM.

**City of Boulder Open Space and Mountain Parks (OSMP) Community Engagement Framework.** Facilitated a multi-disciplinary team working with the City to develop a framework to guide its engagement of visitors on its extensive public lands. The first-of-its-kind planning framework will guide City decision-making regarding services, programs, associated infrastructure and media for engaging community members in each site, with a strong focus on ensuring benefits and access for low-income residents and visitors.

**EPA/Lowry Landfill Superfund Site (CO).** Mediated highly controversial groundwater contamination issues among EPA, State of Colorado, and the potentially responsible industry parties (PRPs) in managing the Lowry Landfill Superfund site. Conducted an assessment to convene a Community Advisory Group (CAG), and for three years facilitated the CAG to provide input to EPA and the State in overseeing the site, including an effort to engage historically disadvantaged communities in the surrounding area. Worked with community stakeholders, government agencies, local districts and jurisdictions, and industry to ensure the CAG met the needs of the group's diverse stakeholders in discussing and providing input regarding groundwater concerns at the site.

**Assessment of Colorado Oil and Gas Community Agreements.** Facilitated a stakeholder effort to assess the effectiveness of MOUs as a tool to address oil and gas development disputes in Colorado, with a focus on air and water quality issues and BMPs. This involved a series of stakeholder interviews and white paper, as well as a repository of MOUs negotiated between producers and communities. The process focused on challenges, opportunities and learnings from communities, regulators, industry and others in using MOUs and similar instruments to address community impacts.

**Oil and Gas Regulatory Review Process (CO).** Co-facilitated a process to gather public input on the City of Thornton's proposed draft ordinance to regulate oil and gas development, including detailed new areas of air and water quality regulations. The process focused on designing and facilitating a community meeting to provide information, respond to concerns, and solicit input from residents, conservation groups, oil and gas companies, attorneys, state regulators and others concerning the current draft of this proposed and highly controversial ordinance.

**Mediation of Arapaho and Roosevelt National Forest Forsythe II Objection Resolution Process (CO).** Mediated process involving controversial Environmental Assessment and Draft Decision Notice involving 30 objections from individuals, groups and agencies, regarding controversial forest plan and its implementation in the wake of significant floods and wildfires. Conducted interviews and facilitated a problem-solving workshop involving objectors and the National Forest to address areas of concern.

**Earth Day 50 Challenge (Future 500, Dallas TX).** Provided facilitation support for Earth Day Challenge, bringing together nearly 100 environmental, corporate and philanthropic leaders in a national collaboration to protect the world's oceans, forests, and climate. Led the Forests Work Group, with the goal of driving concrete, measurable, market-based collaborative action to protect forests, focusing on global supply chains.

**Public Lands Summit (The North Face, California).** Facilitated a public lands strategic planning process of outdoor industry leaders, industry associations, and national NGOs to collaborate on 2017 public lands education and outreach campaigns with a focus on national monuments. Worked with leadership team to design and facilitate the summit with a focus on collective impact priorities and actions.

**Dispute Resolution Training and Collaborative Process Design, Tonto National Forest (AZ).** Worked with National Forest leadership to design and lead training program for nearly 30 National Forest staff to facilitate community engagement and stakeholder consensus decision-making processes around lands management issues ranging from off-road vehicle use to trail designations, mining interests, and others.

**Western Governors Association Species Conservation and Endangered Species Act Initiative.** Facilitated lively WGA workshops involving stakeholders around the West to share best practices and engage in robust conversations regarding species conservation and the ESA. Facilitated and documented small-group discussions regarding legal and policy issues, challenges, and potential opportunities concerning ESA administration and policy. Resulted in white paper available on WGA website.

**Bureau of Land Management Listening 2.0 Workshops.** Helped facilitate a series of BLM Planning 2.0 listening sessions, as part of an effort to make BLM planning and land use decisions more efficient, adaptive, and transparent. The sessions included key stakeholders including local and state government, sports and recreation, ranching and conservation. Facilitated small group discussions in the Denver meeting and coached and prepared facilitators for the Denver and Sacramento, CA meetings. Produced a report from the session for the BLM and the public.

**Community Facilitation, Training, and Legal Support, New Mexico Acequia Association/Land Grant Consejo.** Over many years, helped facilitated strategy meetings in New Mexico among ranchers and farmers, legislators, environmentalists, academics, federal and state agencies, and other stakeholders to find common approaches to state and federal land-reform, water allocation and water planning. Provided written analysis regarding a variety of relevant issues, including federal public land issues, water rights, land use, stewardship, zoning, land recovery and land swaps, liability, ownership and easements.

**Community Land Use, Water Rights and Dispute Resolution Training, Colorado Open Lands.** To help protect traditional land uses in the San Luis Valley, provided training, strategic planning and

facilitation for irrigators, leaders and agencies within an evolving legal context and increasing demand for water rights. Consulted with Colorado Open Lands and its partners, the Getches-Wilkinson Center for Natural Resources, Energy, and the Environment, and Sangre de Cristo Acequia Association, to develop project goals and strengthen community engagement and conflict resolution strategies.

## **Strategic Planning, Inter-Agency Facilitation and Organizational Mediation**

**Colorado River District Strategic Planning.** Worked with staff and Board to refine the District's strategic priorities for protecting, optimizing, and advocating for Colorado's western water. Worked closely with staff and Board members from 15 diverse counties to develop a plan for the District that would address the often-competing interests in conserving, developing and advocating for water in Western Colorado. Through individual interviews and a two-day workshop, helped the Board collectively evaluate sub-basin needs while aligning its vision and priorities for the basin as a whole.

**The Nature Conservancy Carpenter Ranch Visioning.** Facilitated a 20-person-team visioning process regarding the future of a TNC-owned working ranch in western Colorado in the context of TNC's evolving focus on climate-related planning. This included a two-day workshop to clarify respective priorities and desired outcomes related to water, agriculture, biodiversity and watershed protection. The team evaluated several potential planning scenarios and developed associated levels of staffing and resources to help plan for the ranch's role and future on Colorado's west slope.

**North Platte Natural Resources District Strategic Plan.** Worked with Board and staff over six months to refine future goals and objectives for the District in order to address increasing groundwater scarcity and water quality challenges. The District submitted its statutorily required Master Plan update to the State of Nebraska in 2022.

**EPA and Colorado Department of Public Health and Environment (CDPHE).** Designed and facilitated an intra- and inter-agency team-building and collaborative planning effort to help the agency teams align in collectively managing a complex, high-conflict Superfund site.

**Upper Yampa Water Conservancy District Strategic Planning, Collaboration Training and Board Governance.** Facilitated several Board retreats, trained staff in collaboration and facilitation, and conducted an assessment in 2019 to better understand stakeholder needs and priorities. Facilitated the development of a board governance policy manual as well as a strategic plan to guide the District in near and long-term operations and planning for future water projects.

**Negotiation Training Workshop, Western Resource Advocates.** Designed and conducted a one-day workshop to help WRA strengthen its internal teaming and collaboration, as well as to collaborate successfully with non-profit partners and negotiate effectively with government agencies and regulated entities on western resource planning and conflicts.

**City of Fort Collins Interdepartmental Poudre River Management Workshop.** Mediated discussions among the Utilities, Stormwater and Natural Areas departments to align their water supply, flood protection and river health priorities in managing the Poudre River. Staff identified and agreed upon guiding principles, relative priorities and next steps, including strategies for integrating water supply projects, storm-water management, and river health initiatives.

**Collaborative Planning for Equity and Consensus Building Fellowship.** Facilitated a CBI-led planning effort with partner organizations to set goals, desired outcomes and programmatic priorities for an emerging DEIJ-focused fellowship for growing mediation and facilitation practitioners.

**Inter-American Development Bank.** Provides consultation and mediation to the IDB Office of the Mediation Secretary in Washington, D.C. related to employment and organizational issues.

**Team-Building and Strategic Planning, University of Colorado.** Designed and facilitated a strategic planning retreat for staff in Denver and Washington, D.C. to manage a structural change process while enhancing the programmatic work of a decentralized team. Conducted interviews, designed workshop, and facilitated a day-long retreat with Denver and D.C. staff to address key issues, discuss strategy, and agree on next steps to strengthen the cohesion, direction and strategic effectiveness of the team.

**Strategic Planning, University of Wyoming College of Engineering and Applied Sciences.**

Co-facilitated

and designed a strategic planning process for the College as part of the Governor's Task Force on Energy, Engineering, and STEM Integration. Included highest-level college leaders and resulted in an overarching interdepartmental agreement and next steps toward a strategic plan for the College.

**Training and Facilitated Dialogue, Colorado 12th Judicial District and Joint Interagency Oversight**

**Group.** Facilitated dialogue with judges, attorneys and service providers on improving collaboration and trauma-informed care in dependency court in Colorado's rural, low-income San Luis Valley. Helped design workshop and facilitated discussions regarding local structural and cultural challenges, unique opportunities, and potential next steps for developing collaboration among institutional stakeholders, attorneys and service providers.

## International Sustainability

**Science Based Water Target Network, Alignment of Corporate Guidance.** Designed and facilitated a process for the Science Based Target Network's Freshwater Hub, and members including Water Resources International, The Nature Conservancy, World Wildlife Fund, Alliance for Water Stewardship, and Pacific Institute, to jointly articulate a common framework and corporate guidance for water target-setting. Over the two-day workshop in Washington D.C., organizations shared perspectives, agreed on collective priorities and strategies, and integrated their approaches into a shared overall roadmap for corporations to follow in developing and implementing science-based freshwater targets.

**IPIECA, Grievance System and Training Design.** Helped develop model grievance mechanisms and training tools for the extractive industries sector that reflected evolving best practices and international standards. Helped analyze and design grievance systems and conflict resolution strategies for members that address local stakeholder concerns and the risk environment of each operation, consistent with international human rights standards and best practices. Helped design internal and external stakeholder engagement strategy, as well as rolling out, implementing, and learning from those efforts.

**European Bank for Reconstruction and Development.** Helped analyze and respond to issues regarding the environmental and social impacts on affected communities from international

development projects. Researched and assessed community-company issues and drafted reports based on research, interviews, and relevant environmental and social standards. Helped design problem solving processes involving company and community representatives.

**Center for Constitutional Rights, New York City.** Received Ella Baker fellowship focused on domestic and international cases to protect rights under the U.S. Constitution and Universal Declaration of Human Rights. Worked on issues ranging from the constitutionality of holding Guantánamo detainees to implementation of the Patriot Act.

## SELECTED PUBLICATIONS

[\*Finding Pathways Through Polarizing Times\*](#), December 2024 (CBI Reports).

[\*Take Time to Save Time: On Human Relationships and Problem-Solving\*](#), February 2024 (CBI Reports).

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