



Michelle Metteer
Town Manager
Town of Minturn
301 Boulder Street, #309
Minturn, CO 81645

Dear Michelle,

Keystone Policy Center is pleased to present the attached proposal in response to your request for public engagement on recreational shooting opportunity management at the Two Elk Target Range. Please let me know if you have any questions.

Sincerely,

Jonathan Geurts
Senior Project Manager
Keystone Policy Center
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jgeurts@keystone.org

PROPOSAL – KEYSTONE POLICY CENTER
RECREATIONAL SHOOTING OPPORTUNITY MANAGEMENT – TWO ELK TARGET RANGE

ABOUT KEYSTONE POLICY CENTER

Keystone Policy Center (Keystone) creates lasting solutions through strategic collaboration. For more than 40 years, Keystone has brought together crucial teams of leaders who have diverse individual perspectives and responsibilities but recognize a common need to address urgent issues. We lead and support a broad portfolio of efforts in areas of natural resources, recreation, agriculture, energy, education, and health. We offer experienced, creative thought partnership along with expert, nuts-and-bolts facilitation skills for designing, implementing, and translating multi-stakeholder dialogue into actionable outcomes. As a 501(c)3 non-profit, non-advocacy organization, we maintain an unwavering [commitment to independence](#), providing all participants the opportunity to truly own decisions and create positive impacts by working with shared-goal partners.

With 22 staff in three locations (our Keystone, CO headquarters along with offices in Denver, CO and Washington, DC), our project teams build from decades of experience, training, higher education and networks in relevant fields of policy and science.

- *Services and skills:* We combine our substantive knowledge with skills in collaborative process design, issue assessment, strategy development, meeting and conference planning, dialogue facilitation, mediation and conflict resolution, project management, communications, knowledge synthesis and report writing.
- *Engagement efforts:* Our projects and programs include convening and/or facilitating leadership groups, stakeholder task forces, advisory committees, long-standing coalitions, public engagements, and conferences and summits at local, state, regional and national scales.
- *Results:* Our work supports the development and adoption of principles, guidance documents, policies, strategic plans, management plans, collective action networks, best practices, demonstration projects, tools and resources, and impact metrics for a wide variety of stakeholders, leaders and decision-makers.

In the field of natural resource management, Keystone focuses on helping resource managers, stakeholders, and communities establish sustainable and equitable management, use and access to natural resources and public lands, especially in the face of trends like growing populations and changing climate.

- *Stakeholders:* We help leaders reach higher common ground across public sector agencies, elected officials, farmers and ranchers, sportsmen, recreation associations, tribes, conservationists, social justice advocates, non-governmental organizations, private sector companies, philanthropic foundations, academics, community leaders, and citizens groups.
- *Subject matter:* Our projects address the intersection of recreation and visitor use, capacity planning, wildlife and habitat conservation, climate change, watershed and forest health protection, resource development and multi-use resource management planning, equity and access, conservation funding, transportation, abandoned mine clean-up and more.

RELEVANT EXPERIENCE

Highlighted below are featured projects and additional examples of our breadth and depth of experience facilitating numerous efforts in natural resources, recreation, and public lands management. Collectively our projects engage stakeholders and community members at large on many of the issues faced by Minturn in managing the TETR, including its interaction with adjacent public and private land uses.

Featured Projects:

Eldorado Canyon State Park Visitor Use Management Plan

Keystone facilitated a year-long engagement and planning effort with Colorado Parks and Wildlife (CPW) to develop a Visitor Use Management Plan for Eldorado Canyon State Park, which has experienced rapid increases in visitor use that are straining park access and resources. To address these issues, Keystone worked with CPW and other partners to integrate feedback on potential park access and in-park management strategies from an interagency team, a multi-stakeholder task force, public engagement efforts, and a park capacity study. The efforts for the plan at this park will create a model for how the agency handles visitor use concerns statewide. The stakeholder task force was comprised of representatives from relevant government agencies, community representatives, and recreational interests. Examples of strategies under consideration included shuttles, parking reservations, an outreach and communications plan, in-park trail upgrades, and more. In addition, the process engaged diverse stakeholders for their feedback to inform whether and how a potential multi-use connector trail from Eldorado Canyon to Walker Ranch might be implemented and managed in relation to the Visitor Use Management Plan. (2019-2020). *Reference: Kacie Miller, Planning Manager, Colorado Parks and Wildlife, kacie.miller@state.co.us*

NoCo PLACES 2050

Keystone facilitates and provides project management to this collaborative effort, which was founded to address the future implications of population growth along Colorado's Front Range. This growth corresponds to an increasing demand for recreation, which is straining the capacity of public lands. In response, eight public land management agencies formed NoCoPLACES 2050 (NoCo) to address the challenge of conserving natural and cultural resources while providing equitable access and a quality recreation experience for current and future generations. Keystone helps NoCo realize this vision by managing a series of core topic investigations to find insights and uncover trends. The core topic series will inform joint guidelines and adaptable strategies for public land management along the Front Range. (2020-present) *Reference: Steve Coffin, Steve Coffin Strategies, steve@stevecoffinstrategies.com*

In brief: Additional Natural Resource Management, Public Lands, and Recreation examples. We are happy to provide additional and references for any of these efforts upon request.

- **Browns Canyon National Monument Planning.** Designed and facilitated discussions for the Friends of Browns Canyon and a coalition of local residents resulting in a comprehensive Sustainable Alternative Plan outlining recommendations to the Bureau of Land Management and the U.S. Forest Service regarding the federal resource management plan for Browns Canyon National Monument. (2019)

- **Basalt Shooting Range Public Listening Sessions:** Lead facilitator for two public meetings hosted by Colorado Parks and Wildlife designed for community members and the public to provide information, answer questions, listen to suggested solutions, and find common ground with Roaring Fork Valley residents concerned about the future of the Basalt State Wildlife Area Shooting Range in the wake of the destructive 2018 Lake Christine Fire that originated at the range. (2018)
- **Colorado West Slope Mule Deer Strategy:** Designed, facilitated, and synthesized findings for seven local public meetings and a Statewide Summit to discuss the issues facing the Colorado West Slope mule deer populations and garner public input on a Colorado West Slope Mule Deer Strategy that will guide CPW's efforts to work towards increasing deer populations. (2014)
- **Landscape Conservation Cooperatives (LCCs):** Desert, Southern Rockies, Great Plains and Gulf Coast Prairie: Keystone helped to launch and facilitate several members of the LCC network, a U.S. Department of the Interior initiative involving federal, state, tribal, academic, non-governmental, and private sector stakeholders to develop science-based transboundary natural resource management recommendations in response to climate change and other large-scale stressors. (2010-2015)

PROJECT TEAM

Keystone utilizes a team approach to ensure all project needs are met. The proposed facilitation team will be comprised of two lead staff and a policy fellow: **Jonathan Geurts**, senior project manager will lead facilitation and project management. **Julie Shapiro**, program director and senior policy director will serve as strategic advisor for the effort. Jonathan will be supported by a policy fellow for notetaking, summary writing, and logistical coordination. In the case of unexpected or unavoidable circumstances for these team members, other experienced Keystone staff can be called upon to temporarily fill their roles.

Resumes for Jonathan Geurts and Julie Shapiro are copied below.

PROPOSED APPROACH

In all of its projects Keystone engages participants in productive, structured conversations focused on producing actionable outcomes. We create a collaborative environment in which all perspectives are respected, considered, and incorporated into final decisions. In this age of polarized debate on nearly every major topic in public policy, success often depends on identifying and exploring the fundamental interests and values that underlie stated positions; on respectful management of differences in personality and culture; and on designing dialogue processes that reflect procedural and psychological as well as substantive needs.

In service of these principles, Keystone proposes to provide third-party management of pre-meeting preparation and logistics, in-meeting note-taking and facilitation, and post-meeting follow-up. For smaller meetings, follow-up will take the form of next steps and/or discussion summaries. For public meetings, it will include summary reports of public comments, in which we will distill the key issues and recommendations that emerge through engagement for consideration by decision-making agencies. At the end of the process, Keystone proposes to develop a final report outlining the options raised and reflecting the range of perspectives on the issue.

In response to the desire to set up a collaborative stakeholder-driven effort that may inform but is independent of specific government actions, Keystone recommends standing up two groups in parallel, an Interagency Team comprised of public lands managers and a Stakeholder Task Force comprised of non-agency representatives who have a substantial interest in the future of the Two Elk Target Range (TETR).

Stakeholder Task Force

The seating of the Stakeholder Task Force can be accomplished in a couple of ways depending on the mood of the community and the size of the stakeholder pool. The process of finding stakeholders can be accomplished either by open application or by recommendation, both of which have benefits and detractors. Keystone will work with the client/convener to determine which is the most appropriate approach for this process. Please note that the role of the convener differs from Keystone's facilitator role in that the convener expresses the need for the group to gather and has a voice in who they need to hear from to meet that need, while Keystone recommends and applies the best practices used to achieve these ends. One first step will be to determine which entity is in the best position to serve in the convener role.

Regardless of whether the seating is initiated by application or by recommendation, the completeness of the group is best informed by interviews with the stakeholders that are identified, and with decision-makers. Keystone will work with the client/convener of the process to compile this list. As a result of these interviews, Keystone proposes to compile a recommended list of participants for review by the convener before invitations are extended. To ensure all of their voices can be heard, about 20 participants is the largest practical size for such a group, not including coordinating staff.

The charge of the Stakeholder Task Force will be to investigate options for future management of the TETR, collecting relevant information, soliciting broader public input, seeking consensus, and delivering recommendations on a path forward to the U.S. Forest Service to inform their decision-making. The amount of collaborative work required to fill this charge may require a monthly meeting to achieve (2-3 hours in length, depending on the availability and willingness of the stakeholders). These meetings will be tentatively conducted in person unless otherwise required by circumstance, requested by the client, or collectively requested by the participants, in which case a virtual option will be provided. If requested by a portion of the group, Keystone is open to exploring the option of a hybrid meeting with some members participating remotely; however, this arrangement can set up disparities in participation and will be dependent on the availability of the requisite technology. Regardless of meeting format, some form of participation will be enabled between meetings, as well.

Interagency Team

The role of the Interagency Team will include 1) following the progress of the Stakeholder Group, informing them of applicable laws and regulations and responding to requests for information, and 2) coordinating between themselves on cross-jurisdictional issues as they arise. The amount of coordination required for the issue may require a monthly 1-2-hour meeting to achieve, and each meeting will be scheduled to respond to the most recent meeting of the Stakeholder Task Force. These meetings may be conducted virtually or in person as needed.

Public Engagement

Keystone proposes to engage the public twice in the course of this project. The first engagement would be early in the process to frame the issue and help generate ideas, and the second would ask the public to review a set of draft recommendations proposed by the Stakeholder Task Force. Due to the broad mission of the U.S. Forest Service, which manages the land comprising the TETR, the focus of public engagement will be regional. To achieve this scope, we recommend that each engagement include both an in-person event to be held locally in or near Minturn and a fully virtual event to serve those who are unable or unwilling to attend in person. Both events will provide opportunities for the task force and U.S. Forest Service to hear from the public as well as speak to them. A solicitation for comment in the form of a survey will be provided electronically for both sets of events.

Final Report

At the culmination of the project, Keystone will generate a summary report that characterizes the process and its substantial conclusions. It will reflect the range of perspectives that were raised, clearly identifying areas where the Stakeholder Task Force may have reached consensus and areas where it may remain divided. This summary will serve to support any recommendations compiled by the task force itself, retaining the nuance of the dialogue and showing the work behind the conclusions that are reached.

PROPOSED TIMELINE

Assumptions

The following timeline represents the general arc of a 12-month collaborative process. In reality, the groups may move faster or slower through different points in the process, and there is leeway for adaptation along the way. Also, some open tasks or questions at the end of each meeting may be able to be addressed by ad hoc subgroups in between meetings.

Timeline

Date Range	Event	Objectives
June-July 2021	Stakeholder Interviews	<ul style="list-style-type: none">Interview stakeholders to assess current perspectives and situational context and to seat the Stakeholder Task Force
Late July- Early August 2021	Kick-off meetings for Interagency Team (IT) and Stakeholder Task Force (STF)	<ul style="list-style-type: none">Clarify roles and establish guidelines for participationPropose and approve the scope of discussionReview the current status of the TETR and key historical pointsIdentify initial desired conditionsIdentify needs for information
August 2021	Public engagement	<ul style="list-style-type: none">Present the issue and the stakeholder process to the publicSolicit input on issue framing and visioning, and brainstorm ideas for solutions

September 2021	2 nd meetings of IT and STF	<ul style="list-style-type: none"> • Review public input, add to and revise desired conditions as needed • Brainstorm potential options, and identify information needs • Review new information, hear from experts • Set up work groups for targeted research and drafting
October 2021	STF work group meetings (Full group meetings of the IT and STF take a bye this month)	<ul style="list-style-type: none"> • Add depth to options
November 2021	3 rd meetings of IT and STF	<ul style="list-style-type: none"> • Review and edit options developed by work groups
December 2021	Bye month for the holidays	<ul style="list-style-type: none"> • Individual coordination calls as needed
January 2022	4 th meetings of IT and STF	<ul style="list-style-type: none"> • Review, edit options • Discuss framing for public engagement
February 2022	Public engagement (IT and STF take a bye month)	<ul style="list-style-type: none"> • Public engagement
March 2022	5 th meetings of IT and STF	<ul style="list-style-type: none"> • Review public engagement • Identify needed edits to options
April 2022	6 th meetings of IT and STF	<ul style="list-style-type: none"> • Finalize options into recommendations
May 2022	Keystone finalization	<ul style="list-style-type: none"> • Finalize the summary report

COST ESTIMATE

Assumptions

The following cost estimate assumes a twelve-month process as outlined in the timeline above, with Jonathan Geurts and a policy fellow providing the bulk of the work. Julie's time in an advisory role is offered *pro bono*.

Seven months of IT and STF meetings is one higher than listed in the timeline, since the month of October 2021, which focuses on work groups, is estimated to be about the same level of effort as a month with an IT and STF meeting. Time is allocated for 15-20 stakeholder interviews in the lead-up to the project. The public engagement figures account for two public engagement events, each offered both in person and virtually.

Budget

The Keystone Policy Center					
TETR Stakeholder Process					
	7 months of IT and STF meetings	Stakeholder Interviews	Public Engagement (2 sessions)	Summary Report	TOTAL
Jonathan Geurts	95	10	30	12	146.5
Policy Fellow	84	10	38	12	144.0
Total hours	179	20.0	68.0	24.0	290.5
Jonathan Geurts	\$ 10,868	\$ 1,150	\$ 3,450	\$ 1,380	\$ 16,848
Policy Fellow	\$ 5,880	\$ 700	\$ 2,660	\$ 840	\$ 10,080
Total Labor Cost	\$16,748	\$1,850	\$6,110	\$2,220	\$26,928
Direct cost (travel mileage, meeting materials)					\$880
Total Cost					\$27,808



Jonathan Geurts Senior Project Manager

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Areas of Expertise

Coalition and consensus building
Public engagement
Advisory committees and task forces
Project management
Natural resources management
Public lands management
Agricultural sustainability

Experience

Jonathan has over 10 years of experience interpreting natural resources and developing land management strategies. As a Senior Project Manager with the Keystone Policy Center he has managed and facilitated projects that have connected agricultural supply chains – from farmer to retailer – on sustainability principles, engaged communities on joint needs for adjacent public lands, and helped land and water planners problem solve for a water scarce future. Prior to Keystone, he worked in the public sector for the U.S. Forest Service, National Park Service, and Natural Resources Conservation Service.

Jonathan holds a Master of Arts in conflict resolution from the University of Denver and a Bachelor of Arts in environmental studies from St. Olaf College.

Projects

NoCoPLACES 2050: Facilitator for an effort of eight public land management agencies and additional stakeholders to address the challenge of conserving natural and cultural resources while providing equitable access and a quality recreation experience for current and future generations in the context of a rapidly growing population and visitation on Colorado's Front Range.

Eldorado Canyon State Park Visitor Use Management Plan: Project manager and facilitator for stakeholder and public engagement to address visitor access and use issues in Eldorado Canyon State Park.

Browns Canyon National Monument Working Group: Lead facilitator for a diverse local working group representing interests specific to Browns Canyon National Monument. The group developed a Sustainable Alternative, which was submitted to the Bureau of Land Management during the scoping phase of management planning.

Routt Recreation Roundtable: Facilitator for design and facilitator of a 30-person stakeholder roundtable of various recreational user groups and community interests; senior facilitator for contentious Mad Rabbit Trails system dialogue.

Colorado Water and Growth Dialogue: Facilitator for a group of land use planners and water suppliers who explored and demonstrated how the integration of water and land use planning should be used to reduce water demand from the development associated with population growth along Colorado's Front Range.

Desert Landscape Conservation Cooperative: Facilitator for the DLCC. Keystone helped to launch and facilitate several members of the LCC network, a U.S. Department of the Interior initiative involving federal, state, tribal, academic, non-governmental, and private sector stakeholders to develop science-based transboundary natural resource management recommendations in response to climate change.

Carlsbad Resource Management Plan Community Roundtables: Facilitator for roundtables designed to enable community members and stakeholders to share perspectives, challenges, and opportunities regarding land management in the Permian Basin in the context of the Bureau of Land Management Resource Management Plan for the Carlsbad Field Office.

Gold Butte National Monument Conservation Partners Planning: Facilitator for meetings of conservation sector partners to identify a common vision and priorities to recommend to the Bureau of Land Management as it develops a management plan for the Monument.

Sustainable Agriculture Summit: Facilitator and planner assisting six sustainability organizations to organize the premier annual event for sustainability in U.S. agriculture, convening over 500 representatives spanning the supply chains for commodity and specialty crops, beef, pork, dairy, and poultry production.

USDA Forest Service Planning Rule Advisory Committee: Facilitation and project support for the federal advisory committee tasked with developing recommendations for the implementation of the National Planning Rule.

Keystone Monarch Collaborative: Facilitator for a membership representing the academic, nonprofit, agribusiness, farmer, and government sectors to develop and promote private-lands solutions to declining monarch butterfly populations.

Midwest Row Crop Collaborative: Facilitator and project manager for a coalition of food and beverage retail companies, agribusinesses, and conservation groups organized to improve water quality and soil health in the Upper Mississippi River watershed.

Field to Market: The Alliance for Sustainable Agriculture: Facilitator and project manager for the long-standing collaborative stakeholder organization, which began as a Keystone dialogue. FTM represents the U.S. commodity agriculture supply chain, sets metrics for social and environmental outcomes, and coordinates efforts to improve those outcomes.



Julie Shapiro
Senior Policy Director
Natural Resources Program Director

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Areas of Expertise

Coalition and
consensus-building
Public Engagement
Advisory Committees
and Task Forces
Natural resources
management
Public lands
management
Agricultural
Sustainability
Pollinator Health
Emerging Technologies

Experience

Julie has 18 years of experience in the natural resource field as a facilitator, mediator, and educator. As a Senior Policy Director at Keystone Policy Center, Julie creates, facilitates, and sustains strategic partnerships and collaborations, enabling common understanding and forging shared solutions to complex problems for people, land, water, and wildlife. Julie enables pathways for diverse government, business, academic, and NGO leaders to reach common higher ground on challenging natural resource and societal issues. Julie has designed and facilitated stakeholder dialogues, public engagement processes, strategic planning processes, and summits on international, national, regional, state and local scales in areas of natural resource management, agriculture, and emerging technologies. Julie holds a Master's degree in environmental studies from the University of Colorado at Boulder and Bachelor's degrees in geosciences and English from Williams College.

Projects

NoCoPLACES 2050: Facilitator for an effort of eight public land management agencies and additional stakeholders to address the challenge of conserving natural and cultural resources while providing equitable access and a quality recreation experience for current and future generations in the context of a rapidly growing population and visitation on Colorado's Front Range.

Eldorado Canyon State Park Visitor Use Management Plan: Lead facilitator for a year-long effort with Colorado Parks and Wildlife to help address rapid increases in visitor use that are straining park access and resources. The process included a stakeholder task force, interagency advisory group, and public meetings and surveys.

Colorado West Slope Mule Deer Strategy: Lead facilitator for seven local public meetings and a Statewide Summit to discuss the issues facing the Colorado West Slope mule deer populations and garner public input on a Colorado West Slope Mule Deer Strategy that will guide Colorado Parks and Wildlife's efforts to work towards increasing deer populations.

Routt Recreation Roundtable: Strategic advisor for design and facilitator of a 30-person stakeholder roundtable of various recreational user groups and community interests that met four times to discuss perspectives and develop alternatives regarding the contentious Mad Rabbit Trails system.

Basalt Shooting Range Public Listening Sessions: Lead facilitator for two public meetings hosted by Colorado Parks and Wildlife designed for community members and the public to provide information, answer questions, listen to suggested solutions, and find common ground with Roaring Fork Valley residents concerned about the future of the Basalt State Wildlife Area Shooting Range in the wake of the destructive 2018 Lake Christine Fire.

Boldly Forward: Lead facilitator for the 2018 Energy, Natural Resources, and Agriculture Transition Committee for Colorado Governor-elect Jared Polis that informed the selection of cabinet positions and developed reforms and opportunities recommendations for the CO Energy Office, Department of Natural Resources, and Department of Agriculture.

Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP): Senior project advisor on the design of a stakeholder workshop to help facilitate the development of the 2019-2023 (SCORP), which identified Colorado's top priorities for outdoor recreation and strategies that will inform management and funding for the next five years. The workshop resulted in goals, objectives and draft strategies to achieve top priority areas for the SCORP.

A Climate Plan for Public Lands: Strategic advisor to an effort of NGOs with diverse interests – national environmental organizations and grassroots groups focused on topics like climate justice, air pollution, conservation, wildlife, outdoor recreation, and faith-based approaches to stewardship – to articulate and advance their shared values intersecting public land issues and climate.

Cielo Vista Ranch/La Sierra: Strategic advisor to an effort regarding an 70,000 acre Mexican Land Grant along the Sangre de Cristo range that is the subject of the longest running legal dispute in Colorado. The facilitated conversations sought to find common ground in balancing the interests of the property owner with the rights of community members and heirs to the property in the development of an organizational structure and land management plan to address fire mitigation, grazing, and access. This historical project also included the emphasis of history and culture of the community.

Browns Canyon National Monument Planning: Senior facilitator for a coalition of local residents resulting in a Sustainable Alternative Plan outlining recommendations to the BLM and USFS regarding the federal resource management plan for Browns Canyon National Monument.

Carlsbad Resource Management Plan Community Roundtables: Lead facilitator of roundtables designed to enable community members and stakeholders to share perspectives, challenges, and opportunities regarding land management in the Permian Basin in the context of the Bureau of Land Management Resource Management Plan for the Carlsbad Field Office.

Gold Butte National Monument Conservation Partners Planning: Facilitated meetings of conservation sector partners to identify a common vision and priorities to recommend to the Bureau of Land Management as it develops a management plan for the Monument.

South Park Master Leasing Plan and Moab Master Leasing Plan Stakeholder Workshops: Lead facilitator of roundtables that engaged stakeholder perspectives and management suggestions for Bureau of Land Management oil and gas leasing plans in Moab, UT and South Park, CO.

Landscape Conservation Cooperatives (LCCs): Desert, Southern Rockies, Great Plains and Gulf Coast Prairie: Lead facilitator that helped to launch several members of the LCC network, a U.S. Department of the Interior initiative involving federal, state, tribal, academic, non-governmental, and private sector stakeholders to develop science-based transboundary natural resource management recommendations in response to climate change and other large-scale stressors.

Sustainable Beef Workshops: Lead facilitator working with National Cattlemen’s Beef Association (a contractor to the Beef Checkoff) and World Wildlife Fund US through a series of 4 field-tour based workshops that brought together a diverse supply chain audience and engaged participants in joint dialogue and information-sharing about sustainability issues for ranchers and beef supply chains.

Honey Bee Health Coalition: Lead facilitator for a coalition of academic, nonprofit, agribusiness, farmer, beekeeper and government sectors to develop and promote private and public lands solutions to support honey bee health.

Keystone Monarch Butterfly Collaborative: Facilitated diverse group of national organizations representing farmers, ranchers, and land owners; businesses working along the agricultural supply chain; researchers and academic institutions; federal and state entities; and conservation organizations to strengthen monarch populations and habitat through public policy and outreach to farmers, ranchers and large landowners.

Gene drive research and wildlife management. In partnership with North Carolina State University and Arizona State University, provided third party facilitation in an effort to incorporate stakeholder input into gene drive research exploring the feasibility and suitability of the use of gene drives for control of invasive rodents, which threaten island ecologies and biodiversity. Separately, facilitated an off-record international engagement of gene drive researchers and Indigenous leaders in a series of virtual roundtables to share information on key issues in science, policy, engagement, and cross-cultural collaboration.

Governor’s Colorado Forest Health Advisory Council: Lead facilitator for a task force including representatives from state and federal agencies, local government, non-governmental organizations, forest industry, water providers and the academic community. The Council coordinated and led efforts to facilitate fire-resilient communities, restore and maintain forest health across the state, and ensure consensus-oriented forest management that contributes to local economic sustainability, including private sector opportunities.

Governor’s Advisory Committee on the Colorado Renewable Energy Standard: Lead facilitator of a multi-stakeholder task force charged with developing key findings and recommendations to the Colorado Energy Office and Governor Hickenlooper regarding legislation that increased the renewable energy standard for electric cooperative utilities.

Snake River Watershed Task Force: Lead facilitator for a stakeholder group comprised of federal, state and local agencies, conservation organizations, and private companies that resulted in identification and implementation of multiple mine reclamation and related mitigation projects to improve water quality in the watershed.

Grand Lake Clarity Stakeholder Committee: Lead facilitator for a stakeholder group that developed a clarity standard proposed to and approved by Colorado’s Water Quality Control Commission and an accompanying multi-stakeholder MOU for adaptive management that considers the recreational and aesthetic values of the lake as well as its importance as part of the Colorado-Big Thompson project that delivers water and energy to Colorado’s Eastern Slope.