



Spokane River Regional Toxics Task Force

Support Services

EnviroIssues

June 1, 2018



enviroissues

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June 1, 2018
Chris Page
William D. Ruckelshaus Center
901 Fifth Avenue, Suite 2900
Seattle, WA 98164

Subject: Spokane River Regional Toxics Task Force Support Services

Dear Mr. Page,

EnviroIssues is pleased to submit this proposal detailing our qualifications and approach to helping the Spokane River Regional Toxics Task Force implement strategies identified in the 2016 Comprehensive Plan to achieve desired water quality standards in the Spoken River. We respect the work to date by the Ruckelshaus Center and the dedication of the Task Force to formulate a strategy to address this important issue. Through a process of adaptive management, open dialogue, applicable experience and team credentials, EnviroIssues looks forward to the opportunity to support the implementation process.

Our team for this work will be led by Susan Hayman, a Certified Professional Facilitator with over 25 years of experience in natural resource-related group processes and facilitation. Supporting her will be Brett Watson, who brings a strong background in natural resource collaboration and scientific communication. Susan and Brett have a history of successfully working together, notably as part of the EnviroIssues team providing facilitation and administrative support for the Hanford Advisory Board. For logistical coordination, notetaking, and maintenance of contact and distribution lists, we have included Allan Vann to our team organization structure. Team backgrounds and resumes are included in the appendix to this proposal.

Our submittal details our team experience, qualifications and approach, and cost to conduct this work. Thank you for reviewing our proposal. If you have questions regarding the material or would like further information, please contact me at: dadams@enviroissues.com or 206.269.5041.

Sincerely,

Diane Adams
Principal



Section 1

Experience with similar projects

■ *Firm background*

EnviroIssues is a full-service public outreach and communications firm with over 25 years of experience successfully engaging stakeholders in wide-ranging, multi-interest conversations about natural resource policy, species conservation and management, marine health and more. Our work depends on open communications, and we facilitate meetings with a steady and fair hand, creating environments that encourage full participation and active listening. Through neutral facilitation, we know how to build a sense of collaboration among participants, and create respectful, collegial relationships in the most challenging of situations. We've brought together local, state and federal agencies, tribes, non-governmental organizations, academics, private landowners, and the public in dialogue over high-stakes issues, including at-risk species, fragile environments and economic sustainability. We ask smart questions to encourage dialogue and help frame issues to make them approachable and open to discussion. In our work, we strive to provide a safe structure for meaningful and respectful deliberation and provide pathways to resolution when conflicts arise — and always with an eye to the outcome.

■ *Working with multi-stakeholder groups*

EnviroIssues has an impressive resume documenting facilitation and administrative support for multi-stakeholder groups across the full spectrum of interagency groups to diverse public groups. EnviroIssues lead and co-facilitators, Susan Hayman and Brett Watson respectively, having worked together and separately, are well-seasoned in this project scope and experienced in process design, facilitation and consensus-seeking agreements. Their work includes logistics planning, process design, facilitation and documentation. Both will provide thoughtful, step-by-step planning that results in seamless in-person and virtual meetings, as well as ensuring technically accurate, well-written documentation. Their project work and background is highlighted throughout this submittal, and team resumes are provided in the appendix to this submittal.

- **Hanford Advisory Board**

For 20 years, EnviroIssues successfully facilitated and provided administrative support for the Hanford Advisory Board (HAB), charged with providing consensus advice regarding environmental cleanup of the Hanford Site (Hanford), one of the most complex and contentious Superfund sites in the nation. The Board is comprised of 32 member seats that broadly represent the interests of those affected by Hanford cleanup, and include representatives from local, state, and tribal governments; Hanford employees; non-profit/interest groups; and the public at large.

Susan Hayman facilitated and served as team leader for six years, overseeing a team including a co-facilitator, administrative assistant, committee notetaker, and Board notetaker. During her tenure, she facilitated the Board's adoption of over 50 pieces of consensus advice, and its production of 22 pieces of communication and other consensus Board products. Her responsibilities included meeting agenda development; neutral facilitation, coordination and tracking of issues between committees and the full Board; conflict resolution; and oversight of formal record keeping and documentation required under the Federal Advisory Committee Act. Susan also implemented numerous collaborative technology processes to enhance member interaction.

Brett Watson served as the committee notetaker and then as the Board notetaker for three years. He produced comprehensive meeting summaries for full Board and committee meetings, and reviewed Board products in advance of publication. He facilitated small breakout groups during Board and committee meetings. Brett strategized, authored, and coordinated design and production of the HAB's Annual

Report. He provided logistics support as needed, maintained and supported the HAB's online SharePoint site, and prepared weekly e-announcements detailing upcoming events and meetings of interest to HAB membership.

- **Housing Affordability and Livability Agenda (HALA) Focus Groups**

EnviroIssues was tapped in 2016 to provide facilitation support to the locally-sensitive HALA Focus Groups convened by the City of Seattle. The process was designed to engage the public in discussing and providing input and feedback on City proposals for increasing affordable housing through zoning and design changes in urban neighborhoods. Up to 40 people with diverse backgrounds and perspectives, including those from traditionally underrepresented populations, were convened by the City in each of the four focus groups. Groups met 10 times over the one-year process duration. Susan and Brett provided meeting planning, facilitation, and communication support for the Focus Group process in conjunction with staff from the Office of Planning and Community Development. Process and facilitation strategies were specifically designed to encourage expression of diverse perspectives in these multi-stakeholder groups. Brett authored comprehensive meeting summaries, and Susan and Brett provided strategic advice on the preparation of work products, and conducted a focus group member process evaluation and synthesized findings for City staff.

- **Hanford Natural Resource Trustee Council**

For over four years, EnviroIssues has successfully facilitated and provided administrative support for the Hanford Natural Resource Trustee Council, whose members are completing a collaborative natural resource damage assessment for the Hanford Site. Susan served as the facilitator for both the technical and senior trustee groups within the Hanford Natural Resource Trustee Council (HNRTC or Council) from 2014-2018. The Council is composed of eight trustees representing two states, three sovereign tribal nations, and three federal departments (Interior, Energy and Commerce). The technical trustees meet monthly, and the EnviroIssues team also coordinates trustee activity in-between meetings. Susan and her team supported the Council in designing meeting formats, facilitation plans and process strategies; mediating consensus-based working-level agreements to advance the technical analysis; mediating policy-level decisions by senior trustees when technical trustees reached an impasse; Council work planning and implementation; administrative record documentation and management; and Council website maintenance.

- **Joint Fire Science Program—Connecting Wildland Fire Science and Policy**

EnviroIssues convened and facilitated the Science-Policy Work Group (SPWG) as one phase of its three-phase project for the interagency Joint Fire Science Program, under the auspices of the U.S. Institute for Environmental Conflict Resolution. The SPWG was comprised of scientists, science and policy advisors, and federal and state leadership. The work group developed specific, actionable mechanisms to foster the productive exchange of wildland fire science for policy/regulatory application, and garnered strong support and buy-in through iterative feedback from the broader community of key stakeholders who will be involved in implementation. Susan served as the lead facilitator for this group.

The SPWG met three times in person and five times virtually over the course of its near one-year duration. Susan and her team coordinated SPWG member activity in-between meetings, and provided support through the following actions: Designing meeting formats, facilitation plans and process strategies; facilitating consensus-based agreements on work group recommendations and the path forward; developing and tracking this phase of project implementation; preparing meeting documentation and

products, and providing collaboration technology for co-editing documents; preparing the draft and final SPWG Report (2017).

- **Redmond Low Impact Development Facilitation**

EnviroIssues designed, implemented, and facilitated a transparent stakeholder focus group process to ensure that the City of Redmond was effectively incorporating stakeholder input into Low Impact Development policy updates affecting Redmond's urban centers. City policy changes were required to help Redmond meet Washington Department of Ecology requirements for on-site stormwater management. The stakeholder focus group was made up of seven members representing local developer, environmental, construction, and resident interests. The group helped to guide the development of a comprehensive triple-bottom line study to examine policy options. The work of the group resulted in a Redmond policy recommendation that was supported by all focus group members. Members met in-person four times over six months.

Brett served as the process planner and the facilitator for the focus group. He provided support by designing and facilitation meetings; distilling technical information into clear and concise meeting materials; working with the City and stakeholders to identify and document areas of disagreement and compromise; reviewing stakeholder correspondence; preparing a process evaluation and a final process summary.

- **One Center City Mobility Plan**

EnviroIssues is supporting an extensive, multi-year interagency planning effort to develop near- and long-term strategies for moving a rapidly growing regional population to and through Seattle's core neighborhoods. The One Center City Mobility Plan brings together the City of Seattle, King County Metro Transit, Sound Transit, and the Downtown Seattle Association to create an integrated plan for managing a growing population and developing transportation needs. Part of EnviroIssues' support on this project includes the facilitation of a 40-seat Advisory Group composed of diverse and broad representatives affected by downtown mobility.

Brett served as process support on this large and multifaceted effort since it began in mid-2016, and he primarily worked to support the work of the advisory group by developing remote meeting access and communication tools to facilitate member's work; coordinating project website creation, design, and ongoing updates; synthesizing a high-volume of complex, technical information and developing clear and concise project materials for public consumption.

▀ *Communicating complex technical information to non-technical parties*

EnviroIssues frequently works on highly complex projects that require the translation and communication of technical and scientific information into a form more easily understood by non-technical people and the general public. There are many examples of EnviroIssues' work in this arena—several are referenced below:

- **City of Redmond Wellhead Production Zones:** An online open house solicited public comment on a project to modify the wellhead production zones, communicating technical groundwater modeling steps to the public to inform their comments. [Link to online open house](#)
- **Hanford Advisory Board Annual Report (2016).** Clearly written report to the public communicating complex cleanup activity at the Hanford Site in 2016. [Link to written report](#)

- **Energize Eastside:** Simple cartoon-graphic videos helped explain a complicated electrical system, how outages occur, and how the proposed project would protect the system from future outages. [Link to graphic](#)
- **Washington State Route 99 Tunnel:** A stakeholder committee of citizens studied toll rate scenarios for the SR 99 tunnel for nearly one year. Engineers briefed the public and finance experts regarding a traffic and revenue study. [Link to presentation](#)

Website management

EnviroIssues is adept at keeping websites running smoothly and information current and accessible. We utilize the Orchard Content Management System (CMS) and also work effectively in a variety of other CMS software platforms depending on project and client preference. We work consistently with both Bootstrap and U.S. Web Design Standards, which facilitate responsive design, HTML 5 standards, and ADA accessibility. Our team has built and maintained some of the most successful and visible public websites in the region, including those for Sound Transit 3, Waterfront Seattle and the Alaskan Way Viaduct. We've incorporated these sites into existing agency branding to ensure a seamless experience for users.

We use a metric-driven approach to determine the success of websites and other online tools as an effective communication method. Visits, unique visitors and page views give us a sense of how many users visit and how interested they might be in the content. Time spent on a website and specific pages further demonstrate interest or lack thereof. EnviroIssues will ensure the Task Force website meets best practices and member requirements.

Previous clients (past 5 years) for whom similar services have been provided

Susan Leckband (Susan and Brett)

Chair, Hanford Advisory Board
sueleckband@hotmail.com, 509.947.2445

Nick Welch (Susan and Brett)

City of Seattle, Office of Planning and Community Development, HALA
Nicolas.Welch@seattle.gov, 206.684.8203

Matt Johnson (Susan)

Chair, Hanford Natural Resource Trustee Council
Confederated Tribes of the Umatilla Indian Reservation
MatthewJohnson@ctuir.org, 541.429.7436

Karen Prentice (Susan)

BLM National Healthy Lands Coordinator/Acting
National Science Advisor, National Sage-grouse
Conservation Projects
kprentic@blm.gov, 202.912.7223

Henrietta DeGroot (Susan)

U.S. institute for Environmental Conflict Resolution,
Joint Fire Science Program
degroot@udall.gov, 520.901.8524

■ *Experience with project management and coordination*

Experience with managing/coordinating the efforts of others to complete project tasks

Susan has repeatedly and successfully served as a project manager for more than 55 projects valued at over \$6.5 million during her EnviroIssues career. She skillfully manages not only the work of her team members, but the overall scope, schedule and budget for her projects. Susan utilizes project management tools to track labor hours and direct cost expenditures by individual tasks as well as by overall project. She tracks project deliverables and assignments, ensuring team members understand team and individual expectations. Using scheduled check-ins, Susan ensures team members are on track with their tasks and resolves issues as soon as they arise.

Externally, Susan is adept at working with clients to ensure contracting requirements are met, and has the dubious honor of managing some of the most complex contracts held at EnviroIssues. Given her national and regional work, Susan is often coordinating with clients across Washington state or in another state entirely, and is equally comfortable managing local and long-distance projects. She checks in regularly with clients regarding project scope, schedule and budget, and ensures invoices are accurate and timely. She is flexible in addressing the changing and often unanticipated needs of projects, especially those that extend over a period of years. Susan helps stakeholder groups develop and manage realistic work plans, and monitors implementation and emerging needs to adapt to changed conditions.

■ *Previous clients (past 5 years) for whom similar services have been provided*

Susan Leckband (Susan and Brett)

Chair, Hanford Advisory Board
sueleckband@hotmail.com, 509.947.2445

Henrietta DeGroot (Susan)

U.S. Institute for Environmental Conflict Resolution,
Joint Fire Science Program
degroot@udall.gov, 520.901.8524

Dr. Laurie Judd (Susan)

Longenecker & Associates,
HNRTC subcontract manager
ljudd@la-inc.com, 202.841.2435

Amanda Roberts (Susan)

Kerns & West, National Sage-grouse Conservation
projects
aroberts@kearnswest.com, 202.448.8776



Section 2

Project team

Proposed team – organization and qualifications

Executive Coordination and Program Management



Susan Hayman

Process Management and Facilitation



Susan Hayman and Brett Watson

Administrative and Communications Support



Allan Vann

Executive Coordination/Program Management

Susan Hayman ([resume](#)) is our proposed executive coordination/program management lead. Susan joined EnviroIssues in 2008, and became a Senior Associate in 2010. She is a skilled program and project manager, having managed 55 projects with project budgets totaling nearly \$6.5 million in her 10 years at EnviroIssues. She served as a federal contract officer's representative early in her career, and appreciates the importance and complexities of managing contract scope, schedule, deliverables and budgets, and will work closely with the Administration and Contracting Entity (ACE) in the execution of contracts and project deliverables. Susan's formal education and in-depth understanding of natural resource science and policy has kept her actively working in this subject area her entire career. Her six-years facilitating the Hanford Advisory Board and four years facilitating the Hanford Natural Resource Trustee Council provided a solid understanding of water toxicity issues related to contaminants of concern, including radionuclides and organic and metal contaminants; risk analysis related to contaminant baseline and thresholds; and pollution via contaminated groundwater plumes and point and nonpoint sources. This foundational understanding of science and water quality issues will enhance her coordination work with the technical consultant(s) and Task Force Community Technical Advisor.

Process Management/Facilitation

Susan Hayman is also our proposed process management/facilitation lead—she will serve as the Task Force facilitator. Susan is an International Association of Facilitators' Certified™ Professional Facilitator with over 25 years of experience in group processes and facilitation. She has extensive experience convening and facilitating stakeholder/interagency/advisory committees, work groups, and boards. Susan genuinely enjoys the repeat interaction with group members, and the opportunity for building collaborative capacity. Susan facilitates groups involved with local land use concerns, landscape-scale concerns, and national-level natural resource issues. Susan's facilitation practice is objective- and outcome-based; choices about group processes, meeting topics and even sequence are based on the objectives and desired outcomes. She also acknowledges the

incredibly busy lives Task Force members likely have, and looks for options to conduct virtual meetings if the topics and timing lend themselves to this approach. Susan is also formally trained in mediation, and weaves mediation concepts and techniques with facilitated processes for both group and individual conflict resolution.

Brett Watson ([resume](#)) is our proposed co-lead for process management/facilitation. Brett and Susan have worked together on several projects and maintain a positive, synergistic work relationship. Brett is experienced in both process management and group facilitation, working with groups on diverse topics related to toxics cleanup and environmental remediation, strategic land use planning, natural resources, and urban stormwater policy. He has a strong science and technical background in natural resource collaboration and science communication relating to forestry and water resources. Brett's three years of work supporting the Hanford Advisory Board provided him with a deeper understanding of how some of the worst contaminants in the northwest can behave and how their remediation is addressed in the context of federal and state policy. To ensure the most efficient use of Task Force resources, Brett will assume leadership of most of the process management tasks listed under II.d.i-vi, coordinating with Susan as needed. He will co-facilitate Task Force meetings on-site with Susan, and could be available to facilitate/support technical work group meetings should that need arise and be added to the scope of work. Brett will manage in-room collaboration/virtual meeting technology. He will also coordinate completion of meeting documentation with our Administrative and Communications Support staff.

Administrative and Communications Support

Allan Vann ([resume](#)) is our proposed Administrative and Communications lead. Allan joined EnviroIssues in 2016 and works on a variety of projects involving stakeholder groups, water resources and toxics. He enthusiastically manages organizational details involving team rosters, contact and distribution lists, and meeting materials. Allan is skilled in managing collaboration/virtual meeting technology and website content, and is highly proficient in content synthesis and meeting documentation. He will capture meeting notes remotely and coordinate with Brett on completion of the meeting summary. Allan will also consult and coordinate with EnviroIssues' web designers to troubleshoot any web posting and maintenance issues.

What sets us apart

EnviroIssues is a comprehensive, full-service facilitation, public participation, outreach and communication firm. What sets us apart for this proposal is the breadth of experience both the company and our proposed team has with convening and supporting work groups, advisory committees, boards, and other such similar entities organized around technical issues, and whose members meet consistently and regularly. We understand what these highly committed people require to get the job done, and we do our best to support their need to access information quickly and consistently, receive communications promptly, work efficiently and effectively, and transcend the sticking points they encounter along the way.

As the largest full-service facilitation, public participation, outreach and communication firm in the Pacific Northwest, EnviroIssues has a deep bench of staff and experience to draw from should the need arise. And we have a talented team of in-house graphic designers, web developers and collaborative technologists (collectively known as 'Creative Studio') to support needs as they emerge.

We are also well-known for our innovative public outreach and communication services, whether online, on paper, or in-person. Whatever the Task Force requires from the support services team in terms of outreach, EnviroIssues can provide it.



Compelling →

- ① USFWS #1 priority (do take)
- ② Opp. for tribal conducting sampling
- ③ Large area/limited data - insufficient to ^{quantify} ~~characterize~~ injury
- ④ Terrestrial injury lagging behind aquatic → opp to sync up
- ⑤ Terrestrial needs more characterization for NRDA before people are allowed to use.
- ⑥ Final product accurate reflection of process we asked to follow

Proceed with the non-process area soil sampling study as currently described in the DQO report.

Resisting ←

- ① If it would be used to conclude whether NPA is "clean" (or not)
(one study insufficient) → first step - option for further investigation
→ would be used in conjunction with other test. Studies
↳ esp. for tribal concern
↳ more inclusive studies
- ② Not robust enough - too many data gaps as currently designed
- ③ That study design ^{may not} doesn't meet trustee objectives? Is it getting us there?
- ④ Cost/benefit (extreme underuse) → would inform other studies - broader use
→ modify to use other, less exp. ways to sample
- ⑤ Divisive/unresolved issues in the report (1/4 may mitigate)
- ⑥ Possibility that insufficient funds for follow up ("one study insuff.")
- ⑦ Unclear how study outcomes help quantify injury
- ⑧ Current lack of threshold values - prevent determ. of injury. ^{approximate threshold values exist by time delay and perhaps back}
- ⑨ you does not have technical expertise to do evaluation
- ⑩ sampling unable to determine injury
↳ assurances that DQO will have probability
↳ sampling study
↳ monitoring on it
↳ funding support

Section 3 Project approach

Introduction

Consistent with the RFP, our approach includes coordination, facilitation and documentation support to the Task Force and its meetings, not including the three technical track work groups and the Education and Outreach Task Group. The support services team will maintain contact/distribution lists for work/task groups and post material provided by the work/task groups to the project website.

We will launch our relationship with the Task Force by fully acknowledging this group has worked together for years, and many successful processes and procedures are already in place. At the same time, taking a fresh look at existing processes and procedures when a group is at a fundamental transition point is an opportunity not to be missed, as new work objectives often warrant new approaches. EnviroIssues' applauds the Ruckelshaus Center's willingness to be part of the transition process, as it will make it smoother and less susceptible to hiccups.

We will collaboratively adjust processes through continuous monitoring and adaptive management processes. We will utilize brief, quarterly online surveys to gain insights, and listen to Task Force members when they raise concerns or offer suggestions regarding potential process improvements. As needed, we will update the documents and diagrams which illuminate the process to ensure clarity to all and provide foundational information for orienting new Task Force members. Our approach to the specific tasks outlined in the RFP, plus our approach to transition, is described on the following pages.

Transition

The transition to a new SRRTTF support team is a significant juncture in the life of this Task Force, as the current team has ably served the interests of the Task Force since its inception. It's important we don't unintentionally interrupt the momentum and flow of work through ignorance or neglect of existing Task Force processes, or by introducing process change for its own sake. We believe it is important to conclude the transition process by meeting with the Ruckelshaus Center's team, rather than opening with this meeting, to ensure our preceding conversations aren't inadvertently prejudiced toward any particular perspective. Our transition approach includes the following sequential steps.

As part of transition, we will (in sequence, where numbered):

1. Immerse ourselves in the current operational norms of the Task Force—notably, the Operational and Organizational Concepts contained in Attachment A to the Task Force Memorandum of Agreement (2012). Based on our review to date, this well-written document describes work group procedures both practical and familiar, and consistent with our own best practices.
2. Learn about existing project administration and tracking mechanisms and procedures (e.g. Gantt charts, spreadsheets, documents) by meeting with the Administration and Contracting Entity (ACE) as part of the transition process. We learn what is working well with the Task Force's project/contract processes, and where there may be opportunities for improvement. Based on that conversation, we'll agree on the tracking mechanisms and procedures and consistently utilize them going forward.
3. Meet with the technical consultant(s) and the Task Force Community Technical Advisor as part of the project transition process to discuss our respective roles and responsibilities, processes and procedures, and learn how we can best support each other for the benefit of the Task Force.

4. Conduct 30-minute phone conversations with each Task Force seat (if there is more than one person representing a given seat, a group interview will be conducted). The purpose of these conversations is to learn what is working well with the Task Force's process, and where there may be opportunities for improvement. We will learn first-hand of the specific interests each party brings to the table, and any opportunities or issues they see on the horizon.
5. Consult with the Ruckelshaus Center's (the Center) support team. We'll learn whether there are other documents describing operational procedures that have been added to the Task Force's procedural canon. We'll learn of the Center's experience with the Task Force, ACE, technical consultant(s) and the Task Force Community Technical Advisor, and note any operational and process changes that they suggest we pursue.

Transition assumptions:

- The Task Force, ACE, technical consultants and the Task Force Community Technical Advisor will participate in 45-minute phone interviews.

Transition deliverables:

- Individual seat phone interviews.
- Potential process modifications for further consideration and possible Task Force action by the third Task Force meeting facilitated by EnviroIssues.

▀ *Task I: Administrative and communications support*

We expect to gain insights about what is working well and where administrative and communication processes could be improved from the interviews described under 'Transition' above. Based on what we learn in these interviews, we will collaboratively adjust processes as needed and approved by the Task Force.

Meeting space: We will continue the use of the no-cost meeting space currently utilized by the Task Force, ensuring adequate space to accommodate the facilitated processes we anticipate occurring each month. An online schedule of meeting venues will be maintained for the upcoming year, updated as necessary as the schedule is refined (i.e. schedule for 12 months in advance and cancel extra dates as the schedule is confirmed quarterly).

Contact/distribution lists: We will maintain existing Task Force contact and distribution lists, including contact and distribution lists for the three technical track work groups and the Education and Outreach Task Group. System modification will occur if an identified need arises from the transition interviews or during implementation.

Our proposed approach moves responsibility for "ensuring Task Force rosters are current" and "Provide proper notice of full Task Force meetings" from the Process Management function (as noted in the RFP on page 2, Items II.di and II.d.iii, respectively) to the Administrative function. It will improve efficiency for the person maintaining contact information and distribution lists to also keep the Task Force rosters updated, as well as appropriately notice meetings.

Technology: Web-based document collaboration technology will be utilized to enable onscreen and coincidental editing of documents by multiple people, both by the Task Force and by work groups, as desired. If the Task Force doesn't already use such a system, we will provide brief training on how to work with the technology.

We will manage functional conference line and on-screen collaboration technology (e.g. Adobe Connect, WebEx, Zoom, GoToMeeting) for each Task Force meeting, maximizing the use of standing numbers and links to minimize the hassle of chasing them down somewhere in an email each month.

We will keep the Task Force website updated and operational. We will draw upon our expertise building and maintaining websites to ensure the Task Force website is fully functional and that postings provide a dependable and current source of information on Task Force activities.

Meeting documentation: Meeting summaries will document key discussion points, areas of convergence and divergence, next steps and action items for each Task Force meeting. Draft summaries will be distributed within seven business days following each meeting for a one-week review and comment opportunity by the Task Force. Meeting summaries will be finalized and posted on the Task Force website within 15 business days following each Task Force meeting.

Task I assumptions:

- Task Force provides options for no-cost meeting venues, based on Task Force meeting history.
- Task Force hosts its own website, with edit access granted to EnviroIssues for posting documents and making small fixes as needed.
- Task Force hosts a standing conference line and web-based collaboration technology.

Task I deliverables:

- Updated contact and distribution lists.
- Updated and operational website.
- Draft summaries distributed within seven business days following each Task Force meeting.
- Final meeting summaries posted on the Task Force website within 15 business days following each Task Force meeting.

▀ *Task II.a-c: Executive coordination and program management*

We expect to gain insights about what is working well and where executive coordination and program management processes could be improved from the interviews described under ‘Transition’ above. Based on what we learn in these interviews, we will collaboratively adjust processes as needed and approved by the Task Force. As we continue to support the Task Force, we will monitor executive coordination and program management processes on a quarterly basis, bringing suggested changes to the Task Force for consideration and approval.

We will maintain up-to-date work plans and schedules, and track deliverables. We will create and calendar regular check-ins with ACE, technical consultant(s) and the Task Force Community Technical Advisor to ensure we are staying on time and track with the project schedule and coordinate scopes of work and deliverables. Timely invoices, documented in accordance with the required format and expectations of ACE, will be submitted to ACE.

We will prepare and e-distribute annual Task Force reports that effectively communicate implementation progress, as well as brief quarterly updates. We will provide brief updates of implementation progress as part of the “consent agenda” portion of each Task Force meeting.

Task II. a-c: assumptions:

- ACE will continue to provide financial resources in terms of managing Task Force funding, payment of invoices from contractors, and full budget tracking.

Task II. a-c: deliverables:

- Annual report, not to exceed 8 pages, produced electronically.
- Quarterly 2-page updates, produced electronically.

▀ *Task II.d-e: Process management and facilitation*

Our team will maintain a respectful, transparent and outcome-oriented process. As neutral facilitators, we will consistently and equitably apply the Task Force-adopted processes and rely on our extensive group facilitation experience to accommodate the necessary in-the-moment adjustments that will undoubtedly arise from unique situations. In case of substantial conflicts, we will apply our formal training and experience in mediation and conflict resolution and work with individual Task Force members and/or leadership to resolve the issue(s).

We will collaboratively manage the Task Force's annual work plan. Our approach manages the annual work plan into quarterly rolling work plans that enable the Task Force to anticipate specific meeting topics and related decisions at least three months in advance. Our specific approach for Task II.d-e is described in two general sections—preparation and execution.

Preparation: We will develop and implement objective- and outcome-based meeting agendas, utilizing virtual technology to supplement and/or replace in-person meetings. We will clearly identify 'decisional' versus 'informational' agenda items, and will utilize 'consent agendas' to efficiently approve routine Task Force actions, such as financial reports, implementation updates, meeting summary approval, etc. We will prescribe and skillfully implement facilitated processes designed to achieve the outcomes for individual agenda topics.

We will vet technical presentations and other meeting materials to improve their clarity and utility for Task Force members. We will work closely with the technical consultant(s) and the Task Force Community Technical Advisor to ensure that topic objectives and delivered information are well-connected.

Task Force members will be able to efficiently prepare for meetings by receiving an initial draft agenda two weeks prior to an upcoming meeting, and a final draft agenda with links to posted reference documents for the meeting (the 'meeting packet') one week in advance.

Execution: EnviroIssues believes that groups own their agendas. We will manage agendas to meet the stated meeting objectives; however, if the group agrees that it would like to spend more or less time on an agenda item, or add a new topic, we will provide the group options for adjusting the agenda to meet its needs.

Even well-established, high-functioning groups require the occasional facilitator intervention. We will intervene on individual or Task Force behavior that is inconsistent with established norms. We will use the lightest 'touch' possible, increasing the degree of intervention as required until the unproductive behavior is modified or stops.

We will skillfully support Task Force efforts to reach consensus using proven facilitative processes, striving for convergence and resolution of outstanding issues. We will work behind the scenes to ascertain that a quorum will be present when decisions come before the Task Force, sense the degree of agreement on topics when decision-making is ripe, and strive to reduce instances where full consensus cannot be achieved (i.e. unanimity minus one).

Task II. d-e: assumptions:

- Six Task Force meetings, full day (6.5 meeting hours each).
- Facilitator and co-facilitator at each meeting; administrative staff participates remotely to take meeting notes.

Task II. d-e: deliverables:

- Six draft and final agendas.
- Meeting summaries for each facilitated meeting (key discussion points, decisions, next steps, and action items).



Section 4

Cost

Cost estimate organized by tasks and description

Task	Description	Rolled-up Cost Estimate	
		Labor	Direct costs (travel and other)
Assessment	One-time transition-based phone conversations with individual Task Force seat representatives.	\$6,694	\$0
Kick-off Meeting	One-time, 8-hour in-person meeting in Spokane with the technical consultant(s), Task Force Community Technical Advisor, and the Ruckelshaus team.	\$4,892	\$500
Administration / Communication	Secure meeting venues; maintain distribution lists; post documents to and maintain Task Force website; provide e-communications conduit between work groups and the Task Force; properly notice meetings.	\$10,940	\$0
Executive Coordination and Program Management	Perform project coordination and oversight; coordinate with ACE, tech consultants and advisors; evaluate Task Force processes; track progress on Task Force goals; administer EI contract requirements.	\$16,818	\$0
Process Management / Facilitation	Develop agendas; coordinate content with work groups; undertake travel and on-site facilitation of Task Force meetings; ensure consistency with Task Force processes and procedures; take notes and prepare draft and final meeting summaries; continue background planning during six “off-meeting” months.	\$77,778	\$7,992
Sub Total		\$117,122	\$8,492
Grand Total		\$125,614	

The following assumptions apply to our cost estimate:

- The team provides coordination, facilitation and documentation support to the Task Force and its meetings—this support does not include the three technical track work groups and the Education and Outreach Task Group (note: the team does maintain contact/distribution lists for work/task groups and posts material provided by the work groups to the project website).
- This is a time and materials contract. Only labor hours actually expended and direct costs actually incurred will be billed.
- Six Task Force meetings will be held annually in Spokane. For the purposes of this estimate, we have assumed 8-hour meeting days, with 10 hours total on-site.
- Meeting venues are free or paid for through ACE.
- Audio-visual equipment (projectors, screens, flip chart easels) are provided by the host venue.
- Meeting packet materials are provided electronically.



Section 5

Resumes



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Susan Hayman

senior associate

Susan Hayman is a seasoned and skilled practitioner of group facilitation and public participation, specializing in complex and controversial projects on public and private lands. As an IAF Certified™ Professional Facilitator, Susan successfully convenes and guides the public, stakeholder groups, and interagency teams through collaborative processes and group conflict resolution. She designs and delivers authentic, objective-based community outreach and engagement to meet public participation goals consistent with IAP2 public participation principles and processes. Susan's 30+ years of experience in public policy issues around land use, permitting, and natural resource science and management span national, regional, and local scales, including casework in Idaho, Montana, Oregon, Utah, and Washington.

Education

Washington State University
| B.S. in Range and Forest
Management. 1984

Certifications

International Association of Facilitators |
Certified Professional Facilitator
International Association of Public Participation
| Certificate in Public Participation
**U.S. Institute for Environmental Conflict
Resolution** | Member, Roster of Practitioners
U.S. Department of Interior's Collaborative
Action and Dispute Resolution | Roster Member

Relevant Project Experience

Joint Fire Science Program—Connecting Science and Policy

U.S. Institute for Environmental Conflict Resolution, 2015 – present

Working under the auspices of the U.S. Institute for Environmental Conflict Resolution, Susan serves as the lead facilitator for the Joint Fire Science Program's (JFSP) interagency effort to inform fire policy with wildland fire science. In Phase 1 of this three-phased project, Susan led a nation-wide assessment of the wildland fire science and policy community by conducting 48 phone interviews and subsequently co-authoring the Assessment Report (2016). In Phase 2, Susan convened and facilitated the Science-Policy Work Group (SPWG), comprised of scientists, science and policy advisors, and federal and state leadership. The SGWVG developed specific, actionable mechanisms to foster the productive exchange of wildland fire science for policy/regulatory application, and garnered strong support and buy-in through iterative feedback from the broader community of key stakeholders who will be involved in implementation. Susan facilitated consensus-based agreements on work group recommendations and the path forward, and co-authored the draft and final SPWG Report (2017). In Phase 3, Susan is currently facilitating the development of a JFSP action plan based on the SPWG Report and its recommendation, and is co-facilitating a national assessment of the existing Fire Science Exchange Network.

Hanford Natural Resource Trustee Council

U.S. Department of Energy, 2014 – 2018

Susan served as the facilitator for both the technical and senior trustee groups within the Hanford Natural Resource Trustee Council (Council). The Council is composed of eight trustees representing two states, three sovereign tribal nations, and three federal departments (Interior, Energy and Commerce). The Council seeks to assess and restore injuries to natural resources and the services they provide caused by releases of hazardous substances from the Hanford Site. The technical trustees meet monthly, and the EnviroIssues team also coordinates trustee activity in-between meetings. Susan and her team supported the Council in designing meeting formats, facilitation plans and process strategies; mediating consensus-based working-level agreements to advance the technical analysis; mediating policy-level decisions by senior trustees when technical trustees reached an impasse; Council work planning and implementation; administrative record documentation and management; and Council website maintenance. Susan continues to provide strategic advice to the EnviroIssues' team supporting this project.

Seattle Housing, Affordability, and Livability Agenda (HALA)

City of Seattle, 2016 – 2017

Susan served as a community engagement advisor and facilitator for the HALA focus groups convened by the City of Seattle. She facilitated up to four community focus groups meeting monthly for the duration of the project. Focus groups were comprised of up to 40 participants each, including traditionally under-represented communities. Susan collaborated with the City on meeting objectives, agendas, and facilitated processes, and coordinated notetaking, meeting summaries, and other material preparation. She monitored overall progress, resolved conflicts, flagged emerging issues, and suggested course-corrections. Process outcomes included identification of City-wide principles to inform the development standards for the zone-wide changes, and location-specific input conveying neighborhood concerns.

Hanford Advisory Board

U.S. Department of Energy, 2008 – 2014

Susan served as the lead facilitator for the Hanford Advisory Board (Board), which provides informed recommendations and advice to the U.S. Department of Energy, the U.S. Environmental Protection Agency, and the Washington State Department of Ecology on selected major policy issues related to the cleanup of the Hanford Site (Hanford) under the provisions of the Comprehensive Environmental Response, Compensation, and Liability Act, and the Resource Conservation and Recovery Act. She led EnviroIssues' facilitation team for six years, including a co-facilitator, administrative assistant, committee notetaker, and Board notetaker. During her tenure, she facilitated the Board's adoption of over 50 pieces of consensus advice, and its production of 22 pieces of communication and other consensus Board products. Her responsibilities included meeting agenda development; neutral facilitation, coordination and tracking of issues between committees and the full Board; conflict resolution; and oversight of formal record keeping and documentation required under the Federal Advisory Committee Act. Susan also implemented numerous collaborative technology processes to enhance member interaction.

Colville Forest Plan Revision

U.S. Institute for Environmental Conflict Resolution, 2008; 2013; 2016 – 2017

Susan supported community outreach and engagement for the Colville National Forest (CNF) Plan Revision effort for numerous years. In 2008, Susan designed and co-facilitated a complex public process around the evaluation of lands for potential wilderness characteristics that included four individual, day-long public workshops of up to 100 participants each. In 2013, Susan prepared a collaborative engagement plan for the CNF, and then successfully implemented portions of this in 2016-2017. Engagement activities included coordination with local county government, development of compelling outreach materials, production of a successful online open house, convened and facilitated four 'community of interest' meetings, and facilitated four community 'listening sessions', live-streamed for remote access.

Science Framework – Part 2

Department of the Interior/Collaborative Action and Dispute Resolution, 2017

Susan facilitated completion of the *Science Framework, Part 2* by an interagency team comprised of representatives from BLM, DOI USFWS, WAFWA, USDA, Forest Service, and USGS, in preparing the draft document, circulating it for broad review, and collecting and incorporating feedback into the final document. She coordinated planning team/leadership to support discussion and development of the draft materials and review process. She developed and maintain a Google Drive site for use by the team in their collaborative development of the draft products. Distribute draft documents for review and comment, and synthesize the feedback for the team's use. Design and implement appropriate facilitated processes to accomplish the stated meeting objectives for a 2.5-day team writing workshop (spread over 2.5 meeting days), anticipated in fall 2017. Provide three two staff to support the workshop. Document key discussion points and outcomes for the team writing workshop

Sagebrush Conservation Strategy

Western Association of Fish & Wildlife Agencies, 2016

Susan facilitated a process and high-profile three-day workshop (100+ participants) convened by the Western Association of Fish and Wildlife Agencies (WAFWA) to develop a national sagebrush conservation strategy. She provided neutral facilitation and collaborative problem-solving services to support this effort. Susan coordinated planning calls and worked with the Project Team to develop a clear statement of purpose, identify critical participants, and generate the workshop agenda. Susan designed facilitated processes, including the appropriate use of collaboration technology, to accomplish the stated workshop objectives. She served as the participant point of contact, and prepared and distributed the advance meeting packet and follow up materials. Susan led a four-person team from EnviroIssues to support the workshop activities, including breakout group facilitation. She provided oversight for the preparation and completion of the workshop summary and other workshop products.

Valley Creek Preserve Management Plan

Wood River Land Trust, 2016 – 2017

Susan provided community engagement and meeting facilitation services during development of the Valley Creek Preserve (Preserve) Management Plan. In the early stages of the process, she conducted stakeholder interviews both by phone and in person with residents of Stanley, Idaho and those adjacent to the Preserve. Using stakeholder interviews as a basis, she worked with the City of Stanley and Wood River Land Trust (process co-conveners) to successfully design and implement the public process, prepare presentation materials, facilitate three community meetings, document meeting outcomes, and assist in preparation of the *Valley Creek Preserve Management Plan* (2017).

Greater Sage-grouse Conservation - Science Priorities Workshop

U.S.D.I. Collaborative Action and Dispute Resolution, 2015

Susan designed and facilitated a three-day, 35-person interagency workshop to identify shared science priorities for Greater Sage-grouse conservation and mitigation planning. She documented workshop outcomes, including initial recommendations for key management questions and related science needs. Susan followed up the workshop with an online assessment of science and management stakeholders to rank the importance of management questions and science needs, and to identify research priorities to pursue at both landscape and local scales. These recommendations served as the foundation for *The Integrated Rangeland Fire Management Strategy Actionable Science Plan* (2016).

Pavement Opening Restoration Rule Stakeholder Workshops

Seattle Department of Transportation, 2016

Susan facilitated a stakeholder workshop process to modernize Seattle's pavement opening and restoration rules, based on revised City municipal code. She facilitated the identification of key stakeholder issues, and worked through conflict resolution processes to identify areas of agreement and sticking points. Up to 30 stakeholders representing City and private utilities, as well as the development community, attended each of five meetings over a seven-month period. Workshop outcomes included general group agreement and resolution of identified issues.

Lower White Salmon River Fish Habitat Conservation Strategy

Mid-Columbia Fisheries Enhancement Group, 2014

Susan designed and co-facilitated a community engagement process to develop a conservation approach for lands affected by the removal of 100-year old Condit hydroelectric dam and its impounded reservoir. Susan conducted stakeholder interviews and synthesized interview themes; planned and co-facilitated the initial public meeting; and assisted the design of an online assessment and the analysis of results. She was a contributing author to the final conservation approach document based on the outcomes of stakeholder engagement and technical analysis conducted by the U.S. Geological Survey and Columbia Land Trust.

Lower Portneuf Grazing Collaborative Work Group

USDA Forest Service, 2013

Susan served as a neutral facilitator for a grazing collaborative work group convened by Bannock County. The work group examined resource conditions and potential areas of conflict, with an eye towards providing recommendations to the Forest Service throughout its National Environmental Policy Act process to update three livestock grazing allotment management plans in the Lower Portneuf Watershed. Participants represent livestock grazing/ranching, motorized and non-motorized recreation, wildlife and avian habitat, riparian areas, Forest Service and BLM public lands, and Pocatello City (recreation and municipal water).

Okanogan-Wenatchee National Forest Travel Management Planning

US Institute for Environmental Conflict Resolution, 2008 – 2013

Susan provided public outreach and engagement expertise to a collaborative process for travel management planning. This process included NEPA-related public engagement and communication planning, plus facilitation services for the federal advisory committee-chartered Provincial Advisory Committee (PAC). Susan's responsibilities included assessment of the critical process and substantive issues; process design; meeting agenda development; neutral facilitation and documentation, coordination and tracking of issues, comment database development and maintenance (EnviroLytical), comment analysis, and documentation of the PAC products.

National Landscape Conservation Cooperative Network

U.S. Institute for Environmental Conflict Resolution, 2012 – 2013

Susan facilitated the development and implementation of the mission, vision, goals, and charter for the National Landscape Conservation Cooperatives Coordinators Team (LCT). She designed, facilitated, and documented two national multi-day workshops, including one conducted entirely virtually. In addition, Susan planned and facilitated monthly webinars to maintain progress on critical action items.

Sawtooth Vision 20/20

Sawtooth Society, 2006-2007; 2009 – 2010; 2013

Susan served as the lead facilitator for the stakeholder work group convened to develop the Sawtooth Vision 20/20—Strategies for the Future collaborative process for the Sawtooth National Recreation Area. She facilitated communication about the process among participants and the public, prepared and published the original strategic plan: Sawtooth Vision 20/20: Strategies for the Future, and provided periodic collaboration and facilitation services during community updates of this plan.

Employment History

EnviroIssues | 2008 – present, Senior Associate | Boise, ID and Seattle, WA

North County Resources, Inc. | 1996 – 2008, Principal and Senior Public Involvement and Facilitation Practitioner | Cedar City, UT and Boise, ID

USDA Forest Service | 1981–1996, District and Forest Public Affairs Officer, NEPA, FOIA, and Appeals and Litigation Coordinator | Oregon, Montana, Utah



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Brett Watson associate

Brett has over six years of experience creating and managing transparent public engagement, facilitation, and strategic communication efforts for a variety of planning, design, and monitoring projects. He brings a creative, outcome-driven approach to outreach that involves, educates, and connects the public to projects and planning efforts in meaningful ways. Brett has extensive experience synthesizing complex messages and bridging the gap between science, policy, and the public. As a facilitator, Brett designs and implements comprehensive and result-driven processes that empower stakeholders to craft resilient outcomes.

Education

Oregon State University | M.S. Environmental Science, 2014

Oregon State University | Graduate Certificate, Professional Science Masters, 2011

Pennsylvania State University | B.A. Political Science, 2008

Certifications

International Association of Public Participation (IAP2) | Certificate in Effective Planning for Public Participation and Certificate in Techniques for Effective Public Participation, 2015

Neighbor-to-Neighbor, Inc. | Basic Mediation Certification, 2012

Project Experience

Housing Affordability and Livability Agenda (HALA) Focus Group

City of Seattle, 2016 – 2017

Brett provided meeting planning, facilitation, and communication support for the HALA Community Focus Group process in conjunction with staff from the Office of Planning and Community Development. He authored comprehensive focus group meeting summaries and participated in strategic Focus Group planning and facilitated small group discussions. In addition, he conducted a focus group member process evaluation and synthesized findings for City staff.

Hanford Advisory Board

U.S. Department of Energy, 2014 – 2017

For three years, Brett provided facilitation and communication support for the Hanford Advisory Board (HAB), a high-profile, 32-seat citizens' group advising the U.S. Department of Energy, the U.S. Environmental Protection Agency, and the Washington Department of Ecology on the cleanup of Washington's Hanford Site. He produced comprehensive meeting summaries for full-Board and for committee meetings and reviewed Board products in advance of publication. With his team, he strategized, authored, and coordinated design and production of the HAB's Annual Report. Brett maintained and supported the HAB's online SharePoint site and coordinated logistic support for public meetings and prepared weekly announcements detailing upcoming events and meetings of interest to HAB membership.

Redmond Low Impact Development Facilitation

City of Redmond, 2017

Brett designed and implemented a transparent stakeholder focus group process to inform potential Low Impact Development policy updates to better meet state stormwater regulations. He facilitated stakeholder focus group activities and discussions and coordinated individually with stakeholder focus group members as needed and served as a neutral process representative. Brett participated in strategic planning conversations with Redmond staff and reviewed City correspondence to stakeholders. In addition, he conducted process evaluation and produced final process summary.

One Center City

City of Seattle, 2016 – present

Brett currently provides facilitation and communication support for the One Center City Advisory Group, a 40-seat citizens' group assisting the Seattle Department of Transportation, the Downtown Seattle Association, the King County Department of Transportation, and Sound Transit in the creation of near- and long-term transportation plans for Seattle's core neighborhoods. His other responsibilities include coordinating project website creation, design and ongoing updates. He authors content for project outreach materials and online open houses.

Community Connections Stakeholder Working Groups

King County Metro, 2017

Brett was part of the facilitation team, and notetaker, to support stakeholder groups in Shoreline and Des Moines/Normandy Park tasked with identifying opportunities for novel, small-scale King County Metro projects. He authored summaries to document meetings.

Sagebrush Conservation Strategy Workshop

Western Association of Fish & Wildlife Agencies, 2016

Brett supported planning, provided small group facilitation, and produced a comprehensive meeting summary for a two-day, interagency Sagebrush Conservation Strategy Workshop.

Tosh Creek Watershed Restoration Program

City of Redmond, 2016

Brett facilitated small groups at a Redmond neighborhood meeting seeking to identify and compile a comprehensive list of community concerns associated with early plans to restore the Tosh Creek Watershed.

Burke-Gilman Trail Missing Link Design (CPRS Outreach Support)

Seattle Department of Transportation, 2017 – present

Brett is the deputy outreach manager who assisted with the design and implementation of a strategic public engagement process to support design of a contentious 1.5-mile multiuse trail in Seattle's Ballard neighborhood. He supports the recruitment, process, and facilitation of the project's Design Advisory Committee, a stakeholder group charged with providing advice to SDOT staff on Missing Link design. He also strategized and implemented a comprehensive public and adjacent property owner outreach process. He tracks and manages incoming project communications and coordinates follow-up and develops content for and oversees the production of online open house events.



King County International Airport Lease Framework Working Group

King County, 2015 – 2016

Brett provided facilitation and meeting support for monthly working group meetings at the King County International Airport. He compiled process outcomes for review by working group members, executive leadership team, and King County Council.

Everett Smelter Cleanup (Residential and Parks Projects)

Washington State Department of Ecology, 2014 – 2016

Brett supported outreach, communication, and scheduling efforts relating to the cleanup of contamination from a former smelter in Everett, Washington. He coordinated logistics for public meetings. Monitored and managed incoming calls on a 24-hour information hotline. Drafted informational and outreach materials, communicated with individual property owners regarding cleanup and access, and tracked interactions in project databases.

Geotechnical Fieldwork Support

Seattle Public Utilities, 2014 – 2015

Brett assisted with on-the-ground outreach relating to geotechnical survey work in Seattle's Ballard, Fremont, and Wallingford neighborhoods. He provided residents and businesses with advance notice associated with upcoming work. He coordinated the creation of informational flyers demonstrating parking and road impacts associated with geotechnical survey and managed internal database to plan and track outreach efforts and flyer distribution.

Shoreline 145th St Multimodal Corridor Study

City of Shoreline, 2015 – 2016

Brett supported community outreach planning for the study of a multi-jurisdictional corridor bordering the cities of Seattle and Shoreline. He worked with an interagency technical team to plan public open houses and other outreach events and conducted demographic and language assessments to ensure that outreach efforts were equitable and inclusive. Brett created project messaging for different audiences invested in the 145th Street corridor as well as managed the development and design of graphics to assist in educating the public about use along the corridor and the corridor study process.

Employment History

EnviroIssues | 2014 – present

Oregon State University | 2011 – 2013

Pennsylvania Department of Environmental Protection | 2005 – 2009





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Allan Vann

project coordinator

Allan has two years of experience coordinating and supporting communication strategies for organizations and agencies on various scales. Allan is also experienced in collecting, organizing, and analyzing data to report to clients and the general public. Allan's background includes transportation planning, natural resources mitigation and energy and electrical grid planning. Allan is highly skilled in understanding the needs of each community he works with, and it shows through his ability to organize, analyze, and summarize hundreds of public comments, coordinate events across state lines, and parse technical documents to create accessible messaging for projects.

Education

University of Washington | B.A. Community Planning Minor in Global Health

Project Experience

Energize Eastside

Puget Sound Energy, July 2017 – present

Allan supports public outreach efforts targeting neighborhoods, businesses, and property owners for Puget Sound Energy's Energize Eastside project to upgrade 18 miles of electric transmission lines from Redmond to Renton. He assists with the planning for public meetings to inform stakeholders about the project and the permitting process in their area. Allan organizes and analyzes all project-related communications for internal reports and leads the management of the project inbox. He coordinates and prepares materials for one-on-one meetings with property owners along the corridor to discuss landscape and tree replacement plans and project mitigation.

Edmonds Street Waterfront Connector

City of Edmonds, February 2018 – present

Allan supports the facilitation of community meetings by creating meeting plans, taking notes during Q&A sessions, and summarizing community feedback for the project team to be incorporated in the preliminary designs. He leads development of project materials, including project fact sheets, meeting notifications, and letters to stakeholders and also manages the project inbox and designs email blasts to stakeholders. He assisted in the creation of the Edmonds Street Waterfront Connector website and updates project website with new materials from public meetings.

Ashley National Forest Plan Revision

United States Forest Service, January 2017 – March 2018

Allan supported stakeholder outreach to facilitate communication and understanding on the revision of USFS forest plans in Utah and Idaho. He led the creation of meeting summaries that included

stakeholder feedback on the revised plans and feedback on the level of outreach provided by the USFS. Activities included planning the venue logistics of “hot topic” workshops in Utah and taking notes during phone interviews to assess the concerns from government stakeholders.

Seattle Department of Transportation Paving Program

Seattle Department of Transportation, August 2017 – present

Allan leads the development of weekly project email updates for various paving projects in Seattle. He maintains mailing lists and stakeholder databases and provides logistical support for ongoing stakeholder briefings for businesses along the project corridors. He assisted in completing surveys for businesses throughout downtown Seattle to understand access needs during construction.

Burke-Gilman Trail Missing Link

Seattle Department of Transportation, June 2017 – present

Allan leads the development of outgoing communications for a contentious multi-modal corridor safety improvements project in the industrial Ballard neighborhood. He manages the project inbox, which includes responding to incoming emails and monitoring media sources for news articles. Allan assisted with on-the-ground surveys to gather feedback on the project design milestones from property owners adjacent to the corridor. He coordinated with local businesses to distribute project materials to provide project updates to the community.

Sound Transit 3: Tacoma Dome Link Extension

Sound Transit, April 2018 – present

Allan led the development of an early scoping feedback report to be included in a final agency report to be shared with the public by using data organizing and analysis tools. He assisted in the management of an online database of all community feedback received during the early scoping phase.

Employment History

EnviroIssues | June 2017 – present

Microsoft | March – June 2017

City of Auburn | September – December 2017

Feet First | March – August 2016

