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# Proposal to the Spokane River Regional Toxics Task Force

### May 30, 2018

# PROPOSAL INTRODUCTION

The George Schneider & Associates (GSA) team is excited to submit this proposal to the Spokane River Regional Toxics Task Force (Task Force). We believe we are extremely well suited to assist the Task Force in the implementation phase of the activities identified in the Comprehensive Plan. Primarily George Schneider, PE, would perform the work covered in this proposal, with key supporting work by other team members, as presented below. George brings the type of experience, skills and interest that we think the Task Force needs at this time. He has managed large public sector and utility programs and projects; he is a skilled facilitator and certified mediator who focuses on environmental conflict and collaboration; and he is a licensed professional engineer whose entire career has involved the technical, policy and management aspects of water resources.

This proposal addresses the requested support services described as project implementation support, facilitation of full Task Force meetings, and administrative support. The proposal does not get into details regarding the listed Optional Tasks - Grant Writing and Reporting, and Assistance in Outreach and Communications. Our team has a lot to offer in these areas, but the proposal understandably does not present level of effort and cost estimates for these as-yet uncertain tasks.

# PROJECT TEAM

Project Team Structure and Internal Controls

The project team consists of George Schneider, Jamie Petitto, Mark Ryan, and a yet to be selected administration support person. For this project, Mark and Jamie will be subcontractors to George Schneider & Associates. George will be the principal consultant, and the primary contact to the Task Force for all issues related to the project. Subcontractors will submit monthly invoices to George, who will check and approve them. George will include their billings, with no markup, in the monthly billing from George Schneider & Associates. George, Mark and Jamie all reside in the Methow Valley, WA, and can confer easily and regularly on the project. It is anticipated that the administrative support person (to be identified) will be a Spokane area resident.

#### Contact and Business Information

George Schneider & Associates

48 Nanasu Road

Twisp, WA 98856

(509) 449-2008

[georgeschneider2000@gmail.com](mailto:georgeschneider2000@gmail.com)

<gsandassociates.com>

George Schneider & Associates is a Sole Proprietorship established in 2014, with the Twisp location being the sole facility.

Federal Tax ID: 250-11-6534 WA UBI: 603 398 036

#### Staff Qualifications/Experience

* George Schneider, PE – George is Principal of George Schneider & Associates, based in Twisp, Washington. He is a professional civil engineer, certified mediator, and a water professional with over 40 years experience. Since 2014 his emphasis has been on facilitation of water and natural resource collaborations, and with conflict management. George will serve as principal consultant, program manager, and facilitator. He will facilitate and provide executive coordination and program management. He will work closely with the Task Force and other program participants to plan, schedule and document meetings, and measure and discuss progress. George’s estimated time devoted to this project is approximately 455 hours, or 21% of his time over the assumed 12-month duration of the project. Please refer to George’s resume, as well as the Experience section below, for an understanding of his qualifications.
* Mark Ryan –Mark is an attorney who spent 24 years as one of EPA's leading Clean Water Act experts and chief trial attorneys before moving from EPA Region 10 to private practice. While at EPA, Mr. Ryan was also a special Assistant United States Attorney and litigated many Clean Water Act enforcement cases on behalf of the Department of Justice. He was the lead attorney for the federal government in the Spokane River TMDL litigation where he negotiated a multiparty settlement of a challenge to nutrient TMDL for the Spokane River. He is the long-standing editor of the American Bar Association's Clean Water Act Handbook, and has spoken and published extensively on the CWA. Mark's role on the team would be to provide, on an as-needed and as-requested basis: independent legal and regulatory advice to the Task Force. He would also assist in developing strategies involving regulatory issues, and he would be available to review documents related to regulatory or legal matters.  Mark's extensive background, and his unique position as an independent legal advisor, will provide tangible assistance to the Task Force. Because Mark’s involvement with the Task Force would be primarily on an as-requested basis, we have only budgeted 1.5 hours per month of his time.
* Jamie Petitto – Jamie is a highly skilled webmaster and media creator. She would be responsible for ensuring a timely and accurate web presence for the Task Force activities, and would be available to work on the “optional tasks” of communication and outreach. We have estimated her time at about 3 hours per month, excluding “optional tasks”. Jamie has ten years experience working in digital communications, conceptualizing, developing, producing, and editing compelling digital content. She has demonstrated success creating beautiful websites that increase brand awareness while maximizing audience engagement. She possesses outstanding interpersonal skills and has a proven ability to work with persons of diverse backgrounds and cultures, and is proficient with Wix, SquareSpace, WordPress, Final Cut Pro, Adobe Premiere Pro, Photoshop, InDesign, and DSLR videography.

# PROJECT APPROACH

As stated in the RFP: “In December 2016, the Comprehensive Plan was completed and the Task Force is now transitioning from planning to implementation of activities identified in its Comprehensive Plan. As the Task Force makes this transition, it is in need of support services in the form of project implementation support, facilitation of full Task Force meetings and administrative support.”

Our overall approach includes the following elements. The work will be accomplished by planning and working in close collaboration with the Task Force. We pledge to be responsive, flexible, imaginative, prepared, and at all times independent, confidential, and neutral.

1. **Orientation and Assessment**

We’ll work to quickly enhance our understanding of the Task Force, its history and current challenges, and to build trust and strong professional relationships with the members and other key stakeholders. We will conduct introductory in-person interviews, maintaining strict confidentiality if necessary to encourage open dialogue. The interviews are intended to better understand each organization and their perspectives, build a good working relationship with the individuals, and get a sense of what is working well and what isn’t within the Task Force.

This task will also involve an assessment of the organizational framework and management tools currently in place to efficiently proceed with Control Action implementation. Areas of focus will include decision-making processes, communication protocols, organizational structure, prioritization, project management software, MOA adequacy, funding, staffing, and oversight.

1. **Work Plan Development and Program/Project Coordination**

We understand that there is not yet an Implementation Work Plan, though work groups have developed scopes of work (SOW), and that an in-place Ecology funding contract provides a high level SOW for some implementation tasks. We will work with the Task Force and work groups to combine existing plans and SOWs with additional needed elements into a comprehensive Implementation Work Plan. Compilation of this Work Plan will serve to clarify and document goals, tasks, roles, responsibilities, schedule, budget, funding strategies, staffing, and organizational structure.

On an ongoing basis, we will provide program and project coordination and oversight of work group tasks, scopes of work, contractors and schedules. We will use the Implementation Work Plan, and management tools such as work scheduling software and effective communication methods to ensure timely execution of tasks. Work will include coordination with the Administration and Contracting Entity (ACE) in the execution of all contracts and project deliverables, and, as needed, we will identify and solicit advice from technical consultant(s) and the Task Force Community Technical Advisor.

1. **Facilitation and Process Management**

We view facilitation and process management as inseparable functions. We will provide comprehensive facilitation and meeting preparation and documentation services. We will ensure that the Task Force works in accordance with the intention of the Memorandum of Agreement (MOA) and any subsequent addendums to the MOA. Effective facilitation requires great communication, before, during and after meetings, to ensure good attendance, participation, buy-in, and follow up. Attention will be given to roster maintenance, agenda development, and communicating with members between meetings as needed.

We will develop metrics to enable the Task Force to measure both organizational effectiveness and “on the ground” progress. This will include evaluating Task Force processes on an ongoing basis and recommending management and process changes to the Task Force to promote efficiency and successful outcomes. Progress will be tracked and reported on regularly at Task Force meetings and in an annual summary reviewing implementation activities of the Task Force.

1. **Administrative and Communication Support**

For all meetings of the Task Force and subgroups, we will provide draft and final agenda; meeting invitations; and draft and final meeting notes/summary including action items, attendance, and direction provided and decisions made. All relevant materials will be posted on the website, and/or otherwise communicated to Task Force members and stakeholders/interested parties. Communications regarding meetings, report availability, request for review, and relevant grant opportunities will be a regular ongoing task.

# EXPERIENCE WITH SIMILAR PROJECTS

**Facilitation and Administrative Support Services**; *Experience with working with multi-stakeholder groups; experience with communicating complex technical information to nontechnical parties; and experience with website management.*

George was facilitator (2016-17) of the **North Central Washington Forest Health Collaborative (NCWFHC),** a diverse group of stakeholders (federal, state, tribal, county, conservation, and timber industry) whose purpose is to help increase the pace and footprint of landscape scale forest restoration within the Okanogan-Wenatchee National Forest. The NCWFHC uses a consensus based decision-making framework. George led the development of a series of metrics to assess ongoing progress both in organizational effectiveness and in “on the ground” results. These metrics were recently elevated to the statewide WA Forests Collaboratives Network level.  All eight forest collaboratives have adopted the metrics and are using them to communicate accomplishments in a standardized format relevant to all the collaboratives and the five National Forests in WA State.

George was the founding Chair and facilitator of the **Cedar River Instream Flow Commission**, and led the CRIFC for over ten years. The CRIFC is a multi-stakeholder group, with federal, tribal, state, and local government voting members, who oversee water supply and hydropower operations, as well as an extensive fisheries research program.

George worked with the **Cascade Columbia Fisheries Enhancement Group (**2015-16), providing process and technical facilitation of a diverse stakeholder group considering the potential **removal/modification/status quo of the Tumwater Canyon Dam** on the Wenatchee River. Over 35 stakeholders, from around 20 agencies, tribes, and NGOs were involved.

George is assisting (2017-2018) the **Methow Watershed Council** by facilitating multi-party discussions (initially WDFW, Yakama Nation, and Colville Tribes) concerning revisions to the Methow Instream Flow Rule. He is also facilitating (as a neutral party) negotiations and stakeholder engagement for the Wolf Creek/Twin Lakes project, an innovative water storage and conveyance solution in the Methow Valley. He organized and led presentations for both technical/policy savvy groups, as well as for the general public at community outreach meetings. He facilitated direction setting, strategic planning, and 2016 work plan development for the Council, whose membership includes elected officials, government staff, irrigators, and others.

George served as Seattle’s **Water Resource Manager** for ten years, leading the group responsible for river and reservoir operations, flood and drought emergency management, anadromous fish resources, water rights, and operations coordination with Federal, Tribal, state and local agencies. He wrote policy papers and advised and informed City elected officials and agency leadership. He led discussions and negotiations with agencies, tribes, NGO’s and other organizations concerning water supply, fish and wildlife resource protection, hydropower operations, and flood control and drought strategies. He spoke frequently to the media and public about pressing water issues.

George was facilitator for the **Methow Valley Trails Collaborative** (2016-17), a collective of trail organizations and resource management agencies working together to improve planning and management of an extensive and economically critical trail network in the Methow Valley of Washington state. The MVTC uses a consensus based decision-making framework.

George worked with the **Water Environment Federation** on their LIFT initiative (2017), which strives to identify and overcome barriers to innovation in the water sector. In preparation for a two-day expert workshop, George interviewed about 30 utility leaders and subject matter experts. The interviews were used to gain insight on how organizational, institutional, and regulatory conditions were encouraging or discouraging innovation and progress, and to structure and focus the workshop itself.

George is a **Washington Mediation Association certified mediator**, and has mediated over three-dozen cases for the Okanogan County Dispute Resolution Center in the last two years.

George served as lead negotiator for Seattle in renewal of **franchise and water supply agreement** with the City of Renton. The controversial, yet ultimately successful negotiations, covered large diameter/high pressure pipeline safety, water quality and supply to Boeing and Renton, emergency response, land use, and easements.

George was the instream flow technical lead and a lead negotiator for the **Cedar River Habitat Conservation Plan**, a landmark 50-year agreement addressing land management, river and reservoir management, and anadromous fish blockage and passage. George played a similar role in the follow-up agreement with the Muckleshoot Indian Tribe, which also addressed water supply limitations, watershed access, and historic losses. George led or assisted on numerous negotiations related to various aspects of Seattle’s water supply contracts with wholesale water purveyors.

Jamie has, in her current business, created, designed, and now maintains websites for half a dozen businesses. She produced, directed, filmed and edited videos for non-profits to engage communities and businesses to build their consumer base.

Jamie was host/director/writer/producer/editor for Defy Media – Gurl.com (2012 – 2017). She managed all aspects of the pre-, post- and actual production process for the Streamy Award-nominated series Do It, Gurl. She played a key role in driving the channel’s growth to over 500k YouTube subscribers by targeting millennial women. Contributed significantly to expanding the social media presence of several YouTube and Facebook online video series.

Jamie designed compelling print/digital marketing while creating and maintaining campaign websites and social media platforms. She coordinated perpetual communications between the candidates, campaign committee, politicians, volunteers, and voters.

**Project Management and Coordination:** *Experience with managing/coordinating the efforts of others to complete project tasks*

As **Seattle Public Utilities’ Manager of System Operations Planning and Analysis** until 2014, George led a 12-person unit of civil engineers and other technical staff who manage key aspects of the drainage and wastewater operations for the City of Seattle. This section monitors and controls the operable parts of the systems, configures facilities for optimal performance, manages the flow monitoring program, and reports on system performance. Seattle system includes numerous large CSO reduction facilities; over 65 pump stations; numerous drainage detention and storage facilities; and extensive GSI projects. He led discussions and negotiations with King County, EPA and other agencies concerning coordination of operations that had been independently operated for over 40 years, despite being hydraulically connected. He developed, monitored, and administered the section budget, CIP projects and strategic planning processes.

George was the founding Chair and facilitator of the **Cedar River Instream Flow Commission**, and led the CRIFC for over ten years. The CRIFC is a multi-stakeholder group, with federal, tribal, state, and local government voting members, who oversee water supply and hydropower operations, as well as an extensive fisheries research program.

George served as Seattle’s **Water Resource Manager** for ten years, leading the group responsible for river and reservoir operations, flood and drought emergency management, anadromous fish resources, water rights, and operations coordination with federal, tribal, state and local agencies. He wrote policy papers and advised and informed City elected officials and agency leadership. He led discussions and negotiations with agencies, tribes, NGO’s and other organizations concerning water supply, fish and wildlife resource protection, hydropower operations, and flood control and drought strategies. He managed the development and application of computer models and decision support systems (DSS) used to manage, plan and operate the water supply system; oversaw new supply and treatment planning, purveyor contracts, water supply communications and conditions, anadromous fish stewardship and water rights activities; and prepared for and participated in system emergencies such as floods, droughts, major pipeline breaks, and system problems. He developed and administered the section budget, capital design/construction projects, and strategic planning processes.

George was facilitator (2016-17) of the **North Central Washington Forest Health Collaborative,** a diverse group of stakeholders (federal, state, tribal, county, conservation, and timber industry) whose purpose is to help increase the pace and footprint of landscape scale forest restoration within the Okanogan-Wenatchee National Forest. George coordinated the efforts of committees and task forces. He ensured that work products were on schedule, that meetings were well planned, executed, and documented. George led the development of a series of metrics to assess ongoing progress both in organizational effectiveness and in “on the ground” results. These metrics were recently elevated to the statewide WA Forests Collaboratives Network level.  All eight forest collaboratives have adopted the metrics and are using them to communicate accomplishments in a standardized format relevant to all the collaboratives and the five National Forests in WA State.

George is assisting the **Methow Watershed Council** by facilitating (as a neutral party) negotiations and stakeholder engagement for the Wolf Creek/Twin Lakes project, an innovative water storage and conveyance solution in the Methow Valley. He leads outreach efforts, which includes mailings and presentations, to the community and key stakeholders. He is also the Grant Administrator, ensuring that contractors, consultants, and clients spend Ecology grant funds efficiently to achieve a successful project outcome.

George served as lead negotiator for Seattle in renewal of **franchise and water supply agreement** with the City of Renton. The controversial, yet ultimately successful negotiations, covered large diameter/high pressure pipeline safety, water quality and supply to Boeing and Renton, emergency response, land use, and easements. George coordinated all task forces and subcommittees involved in the negotiations.

George currently serves as Board President for an arts-related non-profit organization, overseeing the work of committees and paid staff. He does grant writing, fund raising, and communication to the public and media regarding the activities and needs of the organization.

# POTENTIAL CONFLICT OF INTEREST DISCLOSURE

We strongly believe that we have no conflicts of interest, and pledge to provide fair and neutral support to the Task Force. The following current or prior engagements are disclosed because they may have some relation to the project or its participants.

* George Schneider & Associates is currently under contract with the State of Washington, Contracts Procurement & Risk Management Division of the Department of Enterprise Services. This is a Master Contract (#05014) for environmental consulting services that expires April 15, 2021. This contract has been in place since 2015, and no task orders are in progress or pending.
* George Schneider & Associates is currently under contract with the Methow Watershed Foundation (MWF), the funding for which comes from a Financial Assistance Grant from Ecology. The grant agreement is between Ecology and MWF. This project should be completed by August 2018.
* Mark Ryan was the lead attorney for the federal government in the Spokane River TMDL litigation where he negotiated a multiparty settlement of a challenge to nutrient TMDL for the Spokane River.

# BUDGET AND RATES

Our cost proposal is presented on the attached Excel spreadsheet, with a breakdown for labor costs and indirect costs. The estimated total cost of the work is $68,622, including all taxes. The budget is based on a one-year duration, understanding that an extension for additional years is possible. The rate schedule for the team members is as follows:

|  |  |
| --- | --- |
| George Schneider hourly rate | $120.00 |
| Jamie Petitto hourly rate | $25.00 |
| Attorney Mark Ryan hourly rate | $300.00 |
| Admin Support hourly rate | $30.00 |
| Travel time hourly rate | $50 (Schneider)  $15 (Admin Support) |
| Mileage rate (per mile) | $0.53 |

# REFERENCES

For George Schneider (work performed within the last five years 2013-2018):

1. Lloyd McGee

Co-Chair and rep from The Nature Conservancy

North Central WA Forest Health Collaborative

Wenatchee, WA

(509) 680-1468

[lmcgee@tnc.org](mailto:lmcgee@tnc.org)

I worked with the NCWFHC as Facilitator for this consensus-based collaborative.

1. Greg Knott

Chair, Methow Watershed Council

Twisp, WA

(509) 429-8334

[gknott47@gmail.com](mailto:gknott47@gmail.com)

I have worked with the Council as facilitator of strategic planning sessions, multi-party discussions on water policy, and outreach and negotiations over water storage and transfer.

1. Ray Hoffman

Director (former), Seattle Public Utilities

Seattle, WA

(206) 579-6814

[jemaeandray@hotmail.com](mailto:jemaeandray@hotmail.com)

I worked under Ray on a wide range of water and natural resource management issues, including the Cedar River HCP, multi-party negotiations, stormwater and wastewater collaborative efforts with King County, community/media outreach, and anadromous fish management.

**RESUMES FOLLOW THIS PAGE**



George builds upon over 40 years of experience as a water and land resource professional to help people reach solutions to their problems. He has participated in or led many stakeholder processes, in the varying roles of negotiator, facilitator, mediator and technical expert. He has led several western water utility engineering and operations groups, in the areas of water supply, river and fisheries management, flood control, water rights, urban drainage and wastewater management. In each of these realms, George played a key role in understanding and balancing the diverse and competing interests of the many stakeholders. In summary, George combines a deep understanding of the technical and policy aspects of water and natural resource management, with the tools and techniques to facilitate creative and collaborative transformation of conflict.

**Areas of Expertise:**

* Water and natural resource conflict transformation through Facilitation, Mediation, and Negotiation
* Multi-objective management, policy and strategy development, and governance for water resources
* Aquatic and other environmental impacts of water resource projects
* Hydrologic/hydraulic and hydropower engineering, river and reservoir operations, and water rights
* Organizational change agent for engineering and collaborative groups
* Operations management for municipal drainage and wastewater

**Examples of Relevant Experience:**

**Facilitation and Group Leadership:**

* George was the founding Chair and facilitator of the **Cedar River Instream Flow Commission**, and led the CRIFC for over ten years. The CRIFC is a multi-stakeholder group, with Federal, Tribal, state, and local voting members, who manage water supply and hydropower operations, as well as an extensive fisheries research program.
* George worked with the **Cascade Columbia Fisheries Enhancement Group (**2015-16), providing process and technical facilitation of a diverse stakeholder group considering the potential **removal/modification/status quo of the Tumwater Canyon Dam** on the Wenatchee River. Over 35 stakeholders, from around 20 agencies, tribes, and NGOs attended the session.
* George was facilitator under contract to the **Upper Columbia Salmon Recovery Board** (2016-17) of the **North Central Washington Forest Health Collaborative,** a diverse group of stakeholders whose purpose is to help increase the pace and footprint of landscape scale forest restoration within the Okanogan-Wenatchee National Forest.
* George is assisting the **Methow Watershed Council** by facilitating multi-party (tribal, state, and local governments) discussions concerning revisions to WAC 173-548 (Methow Instream Flow Rule). He is administering a grant, and leading (as a neutral party) negotiations and stakeholder outreach for the **Wolf Creek/Twin Lakes project**, an innovative water storage and conveyance solution in the Methow Valley. He facilitated direction-setting, strategic planning, and 2016 work plan development for the Council.
* George facilitated in a series of meetings to determine the best approach to address potential failure of Seattle Public Utilities’ **Tolt water supply pipeline**.
* George was facilitator for the **Methow Valley Trails Collaborative** (2016-17), a collective of trail organizations and resource management agencies working together to improve planning and management of an extensive and economically critical trail network in the Methow Valley of Washington state.
* George co-directed an EPA-mandated effort to develop a **Joint Operations Plan** covering the drainage and wastewater operations of the City of Seattle and King County. The work included bridging a decades-old communication and organizational culture gap.
* George served as Seattle’s **Water Resource Manager** for ten years, leading the group responsible for day to day river and reservoir operations, flood and drought emergency management, anadromous fish resources, water rights, and operations coordination with Federal, Tribal, state and local agencies.
* In order to help implement a $500M capital program required under EPA consent decree, Seattle Public Utilities asked George to create and grow its first operations group devoted to drainage and wastewater. He created the **System Operations Planning and Analysis (SOPA)** group, expanded it to 13 people over three years, and led the development of new tools and techniques to operate and monitor the rapidly growing system.

**Mediation and Conflict Resolution:**

* George is a **Washington Mediation Association certified mediator**, and has mediated over three dozen cases for the Okanogan County Dispute Resolution Center in the last two years. The topics include real property allocation disputes, organizational disputes, parenting plans, small claims, and family conflicts.
* George has a **Master Contract with King County, WA** to provide public-interest conflict resolution services, on an as-needed basis.

**Negotiation:**

* George served as lead negotiator for Seattle in renewal of **franchise and water supply agreement** with the City of Renton. The controversial, yet ultimately successful negotiations, covered large diameter/high pressure pipeline safety, water quality and supply to Boeing and Renton, emergency response, land use, and easements.
* George was the instream flow technical lead and a lead negotiator for the **Cedar River Habitat Conservation Plan**, a landmark 50-year agreement addressing land management, river and reservoir management, and anadromous fish blockage and passage.
* George played a similar role in the follow-up agreement with the Muckleshoot Indian Tribe, which also addressed water supply limitations, watershed access, and historic losses.
* George led or assisted on numerous negotiations related to various aspects of Seattle’s water supply contracts with wholesale water purveyors.

**Water Management:**

* George led a 17-person unit of engineers, fisheries biologists, and other technical staff who managed the water supply, reservoir, groundwater, and river operations for the Greater Metropolitan Seattle area. He wrote policy papers and advised and informed City elected officials and agency leadership. He led discussions and negotiations with agencies, tribes, NGO’s and other organizations concerning water supply, fish and wildlife resource protection, hydropower operations, and flood control and drought strategies. George chaired the Cedar River Instream Flow Commission, a diverse but collaborative resource management group consisting of tribes, federal and state resource agencies, and local government representatives. He oversaw new supply and treatment planning, water supply communications and conditions, anadromous fish stewardship and water rights activities.
* George managed a 13-person unit of civil engineers and other technical staff who managed key aspects of the drainage and wastewater operations for the City of Seattle. This section monitors and controls the operable parts of the systems, configures facilities for optimal performance, manages the flow monitoring program, and reports on system performance.
* George, as subcontractor to Ross Strategic, is assisting the **Water Environment Federation** with the People and Policy expert workshop as part of the LIFT program, which strives to promote innovation in the water sector. He is also working with Ross Strategic on a project with EPA on **Sustainable Water Sector Utility Management** (2018).
* George is assisting **The Center for Environmental Law and Policy (CELP)** with their Columbia Basin Instream Flow Initiative by helping to identify and prioritize watersheds where new instream flow rules would be most important to develop (2018).

**Hydropower:**

* George has served as Project Manager and/or Lead Engineer for numerous hydropower projects in California, the Pacific Northwest, and New England. Activities included: FERC licensing, consultation and negotiation with state, federal and tribal agencies, preparation of environmental protection plans regarding fish passage, water quality, construction techniques, fish protection evaluation, and long-term operations monitoring; energy production analysis and power sales contract formulation; dam failure analysis and flood routing; design of fish screening and downstream passage facilities; dam inspection, stability and spillway adequacy analyses; groundwater modeling and water quality analysis.
* George served as the resident engineer and owner’s representative during the construction of the underwater facilities at the El Vado Dam in New Mexico for the Bureau of Reclamation, and during construction of two projects for Sacramento Municipal Utility District.
* George worked as a geotechnical engineer during the reconnaissance, design and construction phases of two large earthen dam projects in the Southeast.

**Position History (most recent listed first)**

* Independent Water and Natural Resource Conflict Management Consultant (since 2014)
* *Manager, System Operations, Planning and Analysis* for Seattle Public Utilities (~4 yrs)
* *Water Resource Manager* for Seattle Public Utilities (~10 yrs)
* *Senior Hydropower/Water Resources Engineer* for E.C. Jordan/ABB Environmental Services, Inc., Portland, Maine
* Independent Water Resources Consultant, San Francisco
* *Associate Engineer* for Tudor Engineering Company, San Francisco, California
* *Geotechnical Engineer* for Southern Company Services, Birmingham, Alabama

#### Professional Licenses and Certifications, Memberships

* **Licensed Professional Engineer**, Civil (Washington).
* **Certified Mediator** through Washington Mediation Association
* American Water Resources Association – WA Section (2015 and 2016 Conference committees)
* Washington Mediation Association
* Association for Conflict Resolution
* Washington State Water Resources Association

**Additional Conflict Resolution Activities and Training:**

* Natural Resource Leadership Academy graduate – Water Conflict Management, led by Prof. Aaron Wolf of Oregon State University
* Oregon State University’s graduate *Certificate in Water Conflict Management and Transformation* (ongoing). Graduate level studies recently completed include:
  + Environmental Politics and Policy
  + Economics of Sustainable Natural Resource Management
* U.S. Institute for Environmental Conflict Resolution, *Advanced Multi-Party Negotiation of Environmental Disputes,* 2018
* Mediation Training, Internship, and Certification – Kitsap County Dispute Resolution Center
* Negotiation Training classes by Bill Lincoln (The Lincoln Institute), 2013-14
* Negotiation Training Program led by Rhonda Hilyer (Agreement Dynamics), 2013-14
* Moderator for 2016 Okanogan County Commissioner candidate forums

**Contact Information**:

[**georgeschneider2000@gmail.com**](mailto:Georgeschneider2000@gmail.com)

48 Nanasu Road, Twisp, WA 98856

509-449-2008

www.gsandassociates.com

# MARK A. RYAN

Post Office Box 3059 Winthrop, Washington 98862

(509) 557-5447

[mr@ryankuehler.com](mailto:mr@ryankuehler.com)

website:[www.ryankuehler.com](http://www.ryankuehler.com/)

**PROFESSIONAL RYAN & KUEHLER PLLC**, Winthrop, Washington (2016 –present);

**EXPERIENCE**: Principal in law firm with focus on water law.

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY,**

Assistant Regional Counsel, Region 10, Boise, Idaho (1995-2014); Seattle, Washington (1990 - 1995). Duties included nation-wide federal court and administrative litigation and client counseling under the Clean Water Act and other federal environmental statutes.

**PERKINS COIE**, Associate, Seattle, Washington (1988-1990)

**Special Assistant United States Attorney for District of Idaho** (2013-14); Editorial Board Member, *Natural Resources & Environment* (ABA); EPA National Trial Advocacy Institute Faculty Member; Washington State Bar Association; American Bar Association; Federal Bar Association; Admitted: United States Supreme Court, Ninth Circuit Court of Appeals, Western District of Washington

**EDUCATION: INDIANA UNIVERSITY MAURER SCHOOL OF LAW,**

Bloomington, Indiana, J.D. (*cum laude*) (1988); Editor, Indiana Law Journal

**UNIVERSITÄT TÜBINGEN, Tübingen, Germany** (1981-82) studied German environmental policy as University of Michigan Tübingen Fellow

**UNIVERSITY OF MICHIGAN**, Ann Arbor, Michigan, B.S., Natural Resources (1981); Undergraduate Thesis: “Methane oxidation under the winter ice in a small eutrophic lake.”

**AWARDS**: EPA DISTINGUISHED CAREER SERVICE AWARD (2014); UNITED STATES DEPARTMENT OF JUSTICE COMMENDATION OUTSTANDING PERFORMANCE (2011, 2010, 2006, 2000, 1992); EPA EDWARD T. HEINEN WETLANDS PROTECTION AWARD (2005); EPA GOLD (2002), SILVER (2008, 2003, 1999) and BRONZE

(2013, 2010, 2008, 2007, 2006, 2004, 2000, 1994) MEDALS; INDIANA UNIVERSITY LAW SCHOOL FELLOWSHIP (1986-87); UNIVERSITY OF MICHIGAN TÜBINGEN FELLOWSHIP (1981-82)

