



Support Services for the Spokane River Regional Toxics Task Force

June 1, 2018

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June 1, 2018

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

Re: Request for Qualifications and Proposal for Support Services for the
Spokane River Regional Toxics Task Force

Dear Mr. Page:

Ross Strategic is pleased to present this proposal in response to the above referenced Request for Qualifications and Proposal.

We are excited to work with the Spokane River Regional Toxics Task Force as it transitions from planning to implementing actions in the Comprehensive Plan and contributing to achieving water quality standards for PCBs in the Spokane River. We have assembled an extremely qualified team for this effort with strong experience with multi-stakeholder facilitation, project management, and administrative support for complex implementation efforts in highly technical areas—many in the Pacific Northwest. Our proposal reflects the breadth of our experience and our ability to deliver world-class support where we do what it takes to make a project successful.

Thank you for the opportunity to be considered for this work and for your attention to our proposal. If you have any questions or require additional information please do not hesitate to contact me at (206) 792-4084 or tbeierle@rossstrategic.com.

Respectfully,

A handwritten signature in black ink that reads "Thomas C. Beierle". The signature is fluid and cursive, with the first name "Thomas" and last name "Beierle" clearly legible.

Tom Beierle, Principal

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Support Services for the Spokane River Regional Toxics Task Force

Ross Strategic proposes to assist the Spokane River Regional Toxics Task Force (Task Force) in implementing actions in the Comprehensive Plan to achieve applicable water quality standards for PCBs in the Spokane River. Our team is committed to highly efficient and effective facilitation, project management, coordination, and administrative support to provide maximum value to the Task Force. We bring substantial expertise in coordinating multi-stakeholder groups on a range of environmental and natural resource issues, coordinating complex implementation efforts, and communicating highly technical issues in ways that build understanding and facilitate collaboration.

We understand that a successful project will:

- Support the Task Force in transitioning from developing the Comprehensive Plan to implementing it, which will require effective coordination, project planning, and tracking.
- Ensure effective communication and a high-level of transparency within the Task Force and with stakeholders through the Task Force website, newsletter and other means to build and sustain trust and ensure credibility and accountability.
- Deliver highly efficient processes that make the most effective use of Task Force members' time so those members can focus on the key issues before them.
- Build consensus and effectively resolve conflict as issues arise in the implementation process.

This proposal outlines our project team, experience with similar projects, project approach, and cost proposal. We are very happy to work with the Ruckelshaus Center and Task Force members to adjust the roles, approach, and budget based on project needs.

Project Team

Ross Strategic is a 30-person firm with offices in Seattle and Olympia Washington, Bend Oregon, and Austin Texas. We support public, philanthropic, and non-governmental organizations in their efforts to launch, sustain, improve, and evaluate collaborative efforts that address environmental, energy, natural resource, and public health challenges. These challenges typically involve a diverse mix of interests and programmatic and technical complexities. We specialize in bridging these interests and cutting through the complexities to develop and promote resilient solutions. Our services include collaborative process design, facilitation, conflict prevention and resolution, strategic planning, program design and management, evaluation, knowledge management, and policy analysis and research. Our clients include public agencies at all levels of government, non-profit organizations, philanthropies, and international institutions. Over our 30-year history, we have built our reputation on responsive, insightful, and well-crafted advice and products, delivered on time, within budget, and consistently exceeding our clients' expectations.

The Ross Strategic team has the experience, skills, and insights to thoughtfully and effectively facilitate the Task Force and support its work of implementing the Comprehensive Plan. We are well-known for helping clients tackle complex and demanding issues through innovative and successful stakeholder processes that create a deep understanding of needs and interests and define durable common ground. We have extensive experience working with natural resource agencies and stakeholders in the Pacific Northwest to successfully navigate potentially complex and contentious environmental policy issues. We also have specific experience and expertise with the topics and issues before the Task Force as it pursues innovative approaches to PCB reduction in the Spokane River.

We are proposing a four-person team for this effort.

Kristen Durance will provide facilitation and project management to the project while Sarah Abramowitz will focus on day-to-day support and logistics. Tom Beierle and Elizabeth McManus will

WHY ROSS STRATEGIC

Experienced – We know the issues and we know how to do this type of work

Proven – We can demonstrate success in difficult natural resource facilitation on tight timelines including processes with large task forces and multiple working groups

Insightful – We make connections and see through complexity to the nub of an issue

Nimble – We are constantly looking for opportunities and adjusting our approach to optimize stakeholder engagement and encourage collaboration

Committed – Anyone who has worked with us knows that we will do what it takes to make a project successful

provide strategic advising and executive support as-needed. Full resumes for each staff member can be found in Appendix A.

Facilitation, Project Management, and Logistics

Kristen Durance, Senior Associate: Facilitation and project management
Sarah Abramowitz, Research Associate: Day-to-day support and logistics

Strategic Advising and Executive Support

Tom Beierle, Principal
Elizabeth McManus, Principal

KEY STAFF AND ROLES



Kristen Durance will lead the team and serve as the main point of contact for the project including facilitation of Task Force meetings. She has over 14 years of experience working in science, environmental policy, and environmental health issues with state, federal, and non-profit agencies. Kristen has strong experience working with state, local, and tribal governments and has supported species recovery and state-federal collaboration projects, including the NOAA Pacific Coast Salmon Recovery Annual Report to Congress, the CDC National Environmental Public Health Tracking Network, and the US EPA Environmental Exchange Network. In the past, Kristen facilitated and provided project management support to the Citizens Coordinating Committee of the Coeur d'Alene Basin Commission, helping members contribute to decisions about water quality, land use, and environmental cleanup in the Basin. Currently she provides facilitation and project management support for the E-Enterprise for the Environment Initiative, a joint effort of EPA, states, and tribes to modernize the business of environmental protection. She facilitates a technical governance group, a policy-oriented governance group, and provides overall project management to help a collaboration of EPA staff, consultants, and state agency staff manage the portfolio of projects underway to help modernize specific aspects of the state-federal regulatory relationship. Kristen has a background in salmon habitat restoration and policy development with federal, local, and non-profit agencies in Washington State, and she is able to work closely with clients to quickly and accurately document and summarize meetings and facilitate process development.

Sarah Abramowitz will support day-to-day project responsibilities and management, research, and documentation. Sarah is adept at project management and has the attention to detail and skills needed to support the Task Force and ensure collaborative processes achieve desired outcomes. Sarah currently supports multiple governance and working groups within the E-Enterprise for the Environment Initiative, providing task management, planning,



facilitation, and communications services, and provides project management support for ClimateWorks Foundation projects. Prior to joining Ross Strategic, Sarah worked for the Washington State House of Representatives, where she supported multiple legislative committees and organized and staffed task force meetings across the state.



Tom Beierle will provide overall strategic advice and support to the project. Tom Beierle has 25 years of experience working with public agencies, foundations, and stakeholder groups. He routinely plans and facilitates processes to engage public agencies and stakeholders in setting strategic direction and then following through with robust, collaborative implementation. For several years, Tom has led implementation coordination for the Pacific Coast Collaborative, a joint effort of the Governors of California, Oregon, and Washington and the Premier of British Columbia to set and achieve regional clean energy goals. In this role, he has convened and facilitated many technical working groups as well as a steering group of senior policy advisors. In the past, Tom facilitated the Citizens Coordinating Committee of the Coeur d'Alene Basin Commission, helping members contribute to decisions about water quality, land use, and environmental cleanup in the Basin.

Elizabeth McManus will provide overall strategic advice and support to the project. Elizabeth has more than 25 years of experience in environmental policy development, facilitation of multi-interest collaboration, and project management, with a focus on toxics and on large ecosystem conservation and recovery efforts. She has facilitated numerous large and small group meetings and workshops. She is a talented analyst and designer, convener, and facilitator of collaborative processes, routinely helping groups define and adhere to ground rules, constructively identify and share goals and interests, and overcome positional concerns and fears to find common ground. At the national level, she has worked successfully to facilitate agency and stakeholder groups on projects related to Superfund reform and creating and achieving a new national vision for solid and hazardous waste prevention and management. At the state and regional level, she has worked on creating a common agenda and advocacy for forest health, developing recovery targets and plans in South Puget Sound, aquatic invasive species funding, developing a risk assessment for Puget Sound, Clean Water Act best management practices for agriculture, watershed characterization and watershed-based management, cleanup of the Hanford Nuclear Reservation, and salmon recovery. Elizabeth's most recent work has focused on facilitating the process to develop the South Sound Ecosystem Recovery Strategy and facilitating the WDFW Budget and Policy Advisory Group.



Experience with Similar Projects

The Ross Team has many years of facilitation and collaborative process support experience and has facilitated numerous state-wide, regional, and national groups working to address natural resource issues. The projects below typify our experience, focusing on projects Kristen, Sarah, Tom, and Elizabeth have worked on over the last five years. Each project includes components of facilitation and project management and are organized below based on the skills they emphasize. References included with each project description can be contacted for this proposal.

Summary of Similar Project Experience in the Last Five Years

PROJECT	MULTI-STAKEHOLDER FACILITATION	PROJECT MANAGEMENT	TECHNICAL COMMUNICATION	WEBSITE MANAGEMENT
Voluntary Clean Water Guidance for Agriculture (Washington Department of Ecology)	●	●	●	
Washington Water Quality Standards Delegates Table (Washington Department of Ecology)	●	●		
Coeur d'Alene Citizens Coordinating Council (Basin Environmental Improvement Commission)	●	●	●	
Idaho Tribal Fish Consumption Survey Design and Implementation (U.S. Environmental Protection Agency)	●	●	●	●
Creating a Shared Sustainable Plan for Target Shooting at the Wenas Wildlife Area (Washington Department of Fish and Wildlife)	●	●		
E-Enterprise for the Environment and the Exchange Network (U.S. Environmental Protection Agency)	●	●	●	●
Chehalis Basin Ecosystem Enhancement and Flood Damage Reduction Strategy (Washington State University)	●	●	●	●
Pacific Coast Collaborative (States of California, Washington, Oregon, and the Province of British Columbia)	●	●		●

EXPERIENCE WITH FACILITATION AND ADMINISTRATIVE SUPPORT SERVICES

Voluntary Clean Water Guidance for Agriculture. Ross Strategic is providing ongoing facilitation and process management support to the Washington State Department of Ecology as it works with state, federal, and tribal governments, and other interested parties to develop Clean Water Act compliant conservation practices for agriculture in Washington. This is a controversial issue with strong

perspectives and a long history of conflict and delay. Up until this effort, one of the chief obstacles to progress was an unwillingness on the part of some key stakeholders to even participate in discussions. The Ross Team designed and completed a series of individual engagements with stakeholders, completed a detailed situation assessment, and developed a process design that is acceptable to all parties. This has begun the process of establishing working relationships between the parties and Ecology and improving trust. Now that the process design is complete, Ross is supporting the initial convening process and providing facilitation and documentation support for the multi-stakeholder task force and two issue-focused working groups.

- **Outcomes to date:** situation assessment, successful process design, accepted charter and ground rules, agreement on the first suite of practices to evaluate
- **Contact:** Melissa Gildersleeves, Ecology, 360-407-6461; mgil461@ecy.wa.gov

Washington Water Quality Standards Delegates Table. Ross Strategic assisted the Washington Department of Ecology with the final phase of an ambitious and at times contentious effort to develop and adopt human health-based criteria for surface waters. The team provided comprehensive process management, facilitation, and conflict resolution support to the Ecology Delegate's Table, a multi-stakeholder group tasked with providing Ecology a full range of perspectives and advice on rulemaking issues with a focus on water quality standards implementation tools. Ross also provided all meeting logistics support including documenting meetings, ensured clear communication pre- and post-meeting on goals and objectives, and assisted in agenda development. Ross provided ad-hoc administration support to Department of Ecology staff on best practices for audio and web enabling each meeting for long-distance participants and for meetings where public participation was enabled for questions and comments.

- **Outcomes:** Development of draft criteria for the Department of Ecology to use with EPA to promulgate the final rule.
- **Contact:** Melissa Gildersleeves, Ecology, 360-407-6461; mgil461@ecy.wa.gov

Coeur d'Alene Citizens Coordinating Council. From 2002 to 2015, Ross Strategic provided facilitation and administrative support to the Citizens Coordinating Council (CCC) of the Coeur d'Alene Basin Commission, a public citizens' advisory group established to provide guidance to the Basin Commission Board. The CCC is authorized under Idaho State law to oversee and manage the cleanup of the Coeur d'Alene Basin, a Superfund site in Northern Idaho. The Ross team provided research and logistical support to the Citizen Coordinating Council, developed meeting agendas, and traveled to and documented Council meetings. They also provided strategic support to the CCC as they transitioned to a volunteer citizen-run meeting format in 2015. Ross also supported the strategic planning and development of the Commission Board when it was established by EPA Region 10, Idaho Department of Environmental Quality, Washington Department of Ecology, the Coeur d'Alene Tribes, U.S. Fish and Wildlife Service, and others.

- **Outcomes:** Regular opportunities for local citizens to engage in the Coeur d'Alene Basin cleanup activities.
- **Contact:** Terry Harwood, Basin Environmental Improvement Commission, Executive Director; terry.harwood@deq.idaho.gov

Idaho Tribal Fish Consumption Survey Design and Implementation. Ross Strategic provided facilitation and process design expertise to support the five Idaho tribes in developing and implementing tribal fish consumption surveys. The Ross team conducted a situation assessment to understand the perspectives of the five tribes, the U.S. EPA, and Idaho DEQ, and facilitated coordination and collaboration meetings among the tribes and U.S. EPA around numerous policy issues related to design and execution of tribal fish consumption surveys and application of survey information to the Idaho Negotiated Rulemaking Process which is underway to set state water quality standards.

- **Outcomes:** Tribal fish consumption survey design, implementation plan, and survey results
- **Contact:** Mary Lou Soscia; U.S. EPA, 503-326-5873; soscia.marylou@epa.gov

Creating a Shared Sustainable Plan for Target Shooting at the Wenas Wildlife Area. Ross Strategic provided process design, conflict resolution, and facilitation support for a citizens' advisory group charged with providing the Washington Department of Fish and Wildlife with recommendations on how to increase safety, reduce user conflicts, reduce fire risk, and maintain wildlife habitat while providing for sustainable recreational target shooting at the Wenas Wildlife Area. This work took place in a highly charged atmosphere of significant distrust between stakeholders and the Department. The Ross Team engaged stakeholders and Department staff to transform the conversation into a constructive dialogue. The Committee reached consensus on a charter and ground rules and on a number of recommendations covering education and outreach, enforcement, and enhancement of defined areas to support safer shooting activities. In the few areas where the Committee did not reach agreement, Ross documented the diversity and weight of the different perspectives. As part of this process, Ross also facilitated four public listening sessions to inform Committee deliberations.

- **Outcomes:** final report and recommendations (available at: <http://wdfw.wa.gov/about/advisory/wtsc/>)
- **Contact:** Mike Livingston, WDFW, 509-457-9325, Michael.Livingston@dfw.wa.gov

EXPERIENCE WITH PROJECT MANAGEMENT AND COORDINATION

U.S. Environmental Protection Agency - E-Enterprise for the Environment and the Exchange Network.

The Ross Strategic Team works with the EPA Office of the Chief Financial Officer to develop the framework and governance for the E-Enterprise for the Environment Initiative, a joint effort of EPA, states, and tribes to modernize the business of environmental protection. Ross provides technical and facilitation support for joint governance and works with E-Enterprise partners to integrate new

and existing modernization projects across EPA, the states, and tribes. The team acts as the main point of contact for all in-person and remote meeting logistics and documents each meeting to feed into an overall project task tracking system. This system is based in SharePoint and helps organize the multiple staff and contractors involved in various aspects of each group. Ross staff also supported the development of project metrics to give senior leadership a snapshot of project status; data was collected from project managers directly and the executive dashboard was developed using Tableau.

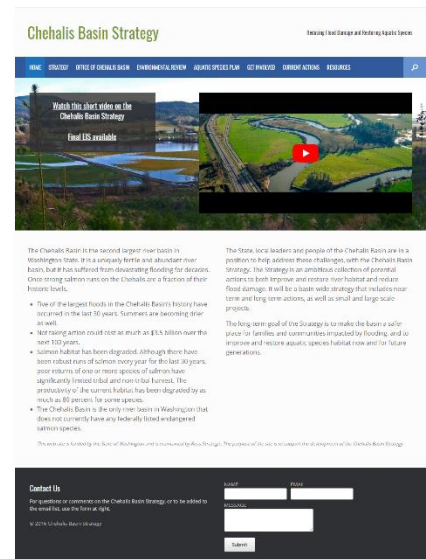
For more than 15 years, Ross has also supported overall governance of the Exchange Network, a partnership among states, tribes, and the EPA to improve and expand the exchange of environmental information. The Ross team has contributed to its success by coordinating the development, adoption, and implementation of data standards necessary for integrating environmental information across partners and jurisdictions. The Ross team has also supported technical governance as they update to modern technology standards and integrate additional local, industry, and NGO data partners. The Exchange Network provides the technology underpinning for modernization efforts underway via E-Enterprise for the Environment and the two projects now function as one collaborative effort.

- **Outcomes:** Ongoing support to joint governance groups; development of the E-Enterprise Blueprint (https://e-enterprisefortheenvironment.net/wp-content/uploads/2016/10/EEnterprise_Conceptual_Blueprint_013114.pdf); Development of the E-Enterprise Integrated Management Plan (https://www.epa.gov/sites/production/files/2015-01/documents/final_eenterprise_integrated_management_plan_v012115-508compliant.pdf). Redefined the information reporting relationship for regulatory data between EPA/states and focused on data availability completeness and efficiencies and economies of scale
- **Contact:** Shana Harbour, EPA OCFO, 202-566-2959, harbor.shana@epa.gov
- **Contact:** Connie Dwyer, EPA OEI, 202-566-1691, dwyer.connie@epa.gov

Chehalis Basin Ecosystem Enhancement and Flood Damage Reduction Strategy.

Since 2012 Ross Strategic has worked with the William D. Ruckelshaus Center to support local, state, and tribal elected officials and other partners in the Washington State Governor's Chehalis Basin Work Group to synthesize information on impacts from flooding and degradation of aquatic species habitat in the Chehalis River Basin and to develop and implement alternatives to restore salmon and other aquatic resources and mitigate adverse impacts from flooding. This work began with compilation and analysis of decades of studies on potential flood damage reduction projects, summarizing this information in a manner that reflected the perspectives of all parties, and preparing a technical report to the Washington State Governor and Legislature on flood damage reduction options. The report was the first ever to identify and describe a Basin-wide consensus on an integrated program of aquatic species enhancement and flood damage reduction efforts and continues to serve as the basis for the consensus capital budget recommendations. After the initial report, the Ross Team managed and oversaw a series of technical analyses to support decision making on long-term, large-scale actions and implementation of a number of smaller-scale projects to provide near-term flood damage reduction and aquatic species habitat restoration in the Basin. In the past year, Ross has focused on supporting Ecology staff and a consultant team in finalizing a SEPA PEIS that evaluates different options for reducing flood damage and restoring aquatic species and supporting engagement of state and federal agencies and tribes, as well as working with Ecology staff on the launch of the newly created Office of Chehalis Basin and Chehalis Basin Board. Ross also helped develop the Chehalis Basin Strategy website, available at: <http://chehalisbasinstrategy.com/>.

- **Outcomes:** Agreed-upon alternatives analysis, numerous capital budget allocations, creation of the Office of the Chehalis Basin
- **Contact:** Jim Kramer, Kramer Consulting, 206-841-2145; jim@jkramer.co



Pacific Coast Collaborative. Since 2013, Ross Strategic has provided strategy and implementation support for the development and implementation of a joint West Coast strategy among the Pacific Coast Collaborative (PCC) jurisdictions of Washington, Oregon, California and British Columbia—as well as major West Coast cities—for advancing clean energy policies. Implementation support includes convening and facilitating several technical working groups and monthly coordinating calls among senior state and provincial officials. Ross develops annual workplans, provides regular updates, and coordinates related activities by sub-contractors and strategic communications partners. In 2013, Ross was instrumental in helping PCC jurisdictions develop and launch the *Pacific Coast Action Plan on Climate and Energy*, which reflects specific commitments for transitioning to a clean, low-carbon economy through market-wide initiatives, as well as specific focus areas related to

transportation, energy efficiency, infrastructure, and power supply. Ross assisted the PCC in developing an update to the Action Plan in 2016 as well as a parallel agreement with West Coast cities. Ross is now leading many of the implementation efforts, particularly related to low-carbon transportation and low-carbon buildings. In this role, Ross coordinates and aligns work of the offices of the PCC Governors/Premier, offices of West Coast mayors, city/state/provincial agencies, foundations, and stakeholder partners to achieve the commitments outlined in the action plans and agreements.

- **Outcomes:** Joint leadership agreements including the 2013 *Pacific Coast Action Plan on Climate and Energy* and 2016 Pacific Coast Climate Leadership Agreement; convening and facilitation of technical working groups on electric vehicles, low carbon fuels, energy efficiency, organic waste and other areas; annual workplans, project tracking, and coordination for three states, one province, and six major West Coast cities
- **Contact:** Chris Davis, Office of Washington Governor Inslee, +212 661 261 763 (international number, as he is currently working remotely), chris.davis@gov.wa.gov

Project Approach

Ross Strategic proposes a coordinated team approach that capitalizes on the unique skill sets of each member of the project team. This approach will provide the right experience efficiently and with the flexibility to utilize staff for specific tasks as-needed.

Our approach assumes six, all-day meetings of the Task Force alternating between Spokane and Liberty Lake. Preparation for each meeting will include a mix of email, conference calls, and potential web-enabled calls to help the Task Force work through any issues that require more preparation to ensure full engagement at each in-person meeting. In addition to meeting support, we will provide ongoing, regular administrative and communications support to effectively communicate with and about the Task Force.

Task 1: Administrative and Communications Support

Ross staff excel at project management and providing the detailed tracking necessary to ensure successful meetings for the Task Force. We believe that good communication to Task Force members and interested parties needs to occur on a regular basis to not only support decision-making but to ensure full engagement on key topics. Consistent and timely communication will allow members to know when to expect materials prior to each meeting and reduce any confusion about where materials are available outside of email.

Task Force Meeting Logistics and Planning

We will provide logistics support for each Task Force meeting including the following activities:

- *Meeting logistics.* We will work with Task Force leadership, members, and staff to schedule all Task Force meetings alternating between Spokane and Liberty Lake approximately every other month. We will create meeting support materials, agendas, table tents, and other background documentation. We strive to be as environmentally friendly as possible and will develop meeting packets far enough in advance of each meeting to reduce the need to bring printed materials to each meeting. For each meeting, we will provide the Task Force with an email and calendar invitation and reminder with clear meeting location information and directions. Task Force agenda distribution messages will include meeting materials numbered to correspond with the agenda discussion topics so Task Force members can quickly locate the information they need.
- *Draft and final Task Force meeting agendas.* For each meeting, detailed agendas will highlight meeting goals and objectives along with anticipated products and how they will be produced. We will highlight any decisions needed. We propose to provide detailed draft agendas for

review at least three weeks before each Task Force meeting. Final agendas will be provided to the Task Force at least one week before each meeting addressing and incorporating comments received on initial drafts.

- *Meeting Documentation.* We will provide staff at each meeting to take clear and detailed notes capturing meeting participants, actions, and key decisions and work assignments. We will prepare post-meeting summaries within a week of each meeting for review by the Task Force prior to posting on the website.

General Communications and Updates

We will provide regular communication to Task Force members and interested parties via the website and email newsletters. We recommend a set schedule for newsletters to help with preparation and gathering important details from staff and consultants and so that recipients know when to expect information.

- *Communication to the Task Force.* We will maintain the email list for all signatories of the MOA and other interested parties to ensure communications are circulated prior to each meeting. We have experience with various tools, such as Mail Chimp and Constant Contact, to provide list serve maintenance. We are comfortable working in existing tools the Task Force may already use or can provide a recommendation for new tools if requested. If an existing email list serve tool is not already in use, we recommend using one to provide different list sub-sets to tailor specific outreach and communication materials and to provide feedback on how many recipients are reading those emails. These tools also ensure any communications with interested parties outside the Task Force are compliant with security and privacy regulations.
- *Website Maintenance.* Our staff will work with the existing Task Force website to ensure relevant materials are posted in a timely fashion and are easy to locate. We are comfortable working with WordPress to update websites and create new pages as needed.
- *Outreach Newsletters.* We propose monthly newsletters to all interested parties that summarize recent activities, meetings, key reports, grant opportunities, and other materials as needed. More frequent communication through the email list can also be utilized for items that require immediate attention or have a deadline that prevents use of regular newsletters.

Task 2: Executive Coordination, Program Management and Facilitation

Providing facilitation services is at the core of virtually every Ross Strategic project, and the Ross Team has successfully facilitated groups on issues at the local, state, and national levels. We also have extensive experience supporting strategic planning and executive coordination to ensure successful outcomes. This section describes our plan for facilitation, executive coordination, and program management support to the Task Force.

Executive Coordination

The Ross Team will work with the Task Force, the technical consultants, and the Task Force Community Technical Advisor to ensure that all necessary background work is coordinated and

communicated as appropriate for each Task Force meeting. We propose that coordination of these activities be maintained in the task tracking tool described below.

Process Management

The Ross Team will work together to ensure that all Task Force activities comply with the rules and procedures set forward in the MOA.

- *Project Coordination and Tracking Progress.* One of the key tasks to ensure success of the Task Force is for members to easily see the portfolio of activities assigned to specific working groups or staff and identify their status. The Ross Team proposes the development of a simple task tracking tool to list out ongoing activities, assignments, and timelines. Ross has worked with a number of tools including SmartSheets, Trello, Microsoft Project, and SharePoint to conduct similar work and can provide recommendations if there is not already a preferred tool in place. This work will not only help coordinate activities across active work groups but will ensure that ongoing work provides forward progress towards the goals of the Comprehensive Plan. This tool will also be used to develop the annual summary of implementation activities conducted by the Task Force.
- *Evaluation of Task Force Processes.* Regular check-in conference calls will be established before and after each Task Force meeting to discuss meeting outcomes and if those outcomes were met at each meeting. Techniques used at each Task Force meeting will be discussed to ensure they are efficiently supporting activities and helping Task Force members stay engaged.

Task Force Facilitation

We will provide comprehensive facilitation support for Task Force meetings (assuming six all day meetings) and the Task Force process.

- *Meeting pre-planning and pre-work.* We will work with the Task Force members and technical consultants to ensure each meeting has clear goals and objectives that support annual goals from the Implementation Plan. Regular check-ins as the project progresses and after each Task Force meeting will allow for adaptation of future agendas as needed to support the implementation of annual priorities.

COMPREHENSIVE FACILITATION SUPPORT

Successful facilitation is a lot more than just showing up on the day of the meeting. It is the facilitator's responsibility to do the hard work and planning throughout the process so limited meeting time can be used productively. For us, this includes:

- **Project planning, pacing and management to keep discussions on track.**
- **Deliberate attention to meeting information needs so groups have what they need to understand issues and make confident decisions.**
- **Organized and transparent sharing of group materials and resources so everyone is on the same page.**
- **One-on-one attention to participants to ensure everyone's voice is heard and increase the resilience of outcomes.**
- **Unrelenting attention to detail so participants aren't distracted by process glitches.**

- *Engaging in-room facilitation and meeting support.* This will include a lead facilitator (Kristen) and a note-taker (Sarah). Working together Kristen and Sarah will keep the discussion on track, provide real-time documentation with notes and flip-charts to help move the conversation forward, and, as appropriate, assist with real-time preparation and editing of meeting products and documents—while it sounds simple, we often have success projecting draft recommendations or other group products on a screen during a meeting and editing in real time during group discussions, allowing the group to leave the room with clear agreement. Kristen has extensive experience using interactive tools during meetings and can adapt many techniques to help with participant engagement and in-room collaboration.

For the first year, we have budgeted to schedule, prepare for, travel to, facilitate, and document up to six Task Force meetings with dates to be determined during the project kick-off call. As resources allow, we are open to additional Task Force engagements (for example, conference calls between meeting) to advance or conclude Task Force deliberations on a topic or proposal. Often these types of additional engagements can be accomplished very economically. In addition, Ross Strategic has the capacity and expertise in both Grant Writing and Outreach and Communication tasks not described above and can provide additional support as identified by the Task Force.

The following graphic provides a summary of our proposed approach and the considerations for phasing the Task Force calls with support and coordination calls and project management tasks.

Summary of Approach Phases and Key Activities



Cost Proposal

We anticipate that the project will cost \$85,400 and involve 785 hours billed on a time and materials basis at the hourly rates listed below. Ross Strategic bases this proposed budget on the breakdown of hours and estimated costs in the table below. This assumes six meetings and ongoing support for one year. We are very flexible about project scope and activities and are open to working with Ruckelshaus Center and Task Force members to modify our approach and budget based on project needs.

We have not budgeted for the optional tasks of grant-writing and reporting or assistance in outreach and communications over and above what is described in the approach section. We bring substantial experience in both and are happy to discuss these activities and provide an additional cost estimate for them.

Project Budget

Task	Labor Hours	Labor Cost	Other Direct Costs
Task 1: Administrative and Communications Support	427	\$39,800.00	\$7,800.00
Task 2: Executive Coordination, Program Management, and Facilitation	368	\$35,200.00	\$2,600.00
Total:	785	\$75,000.00	\$10,400.00
Project Cost:			\$85,400.00

Hourly Rates

Team Member	Hourly Rate
Kristen Durance	\$110.00
Sarah Abramowitz	\$75.00
Tom Beierle	\$168.00
Elizabeth McManus	\$159.00

Kristen Durance

SENIOR ASSOCIATE

Profile

Kristen Durance brings 14 years of experience in science, environmental policy, and environmental health issues with state, federal, and non-profit agencies. She has strong experience working with tribal governments and has supported species recovery and public health projects including the NOAA Pacific Coast Salmon Recovery Annual Report to Congress, the CDC National Environmental Public Health Tracking Network and the U.S. EPA Environmental Exchange Network. Kristen has also worked with the NOAA Northwest Regional office on a number of salmon recovery projects involving the collection of grant reporting metrics, data analysis and visualization, and development of annual Reports to Congress. She has strong knowledge of state and federal resource tracking databases, as well as extensive experience with collaborative data sharing platforms. She has a background in salmon habitat restoration and policy development with federal, local, and non-profit agencies in Washington State, and she can work closely with clients to quickly and accurately document and summarize meetings and facilitate process development.

Select Project Experience

State-EPA Environmental Information Exchange Network. Kristen is the project manager of the Ross Strategic team supporting the Environmental Information Exchange Network and its governance groups. She is the lead facilitator for the Interoperability and Operations Team (IOT) and provides facilitation and technical support to ad hoc Integrated Project Teams (IPTs) including the Drinking Water Integrated Project Team (IPT) which developed schema to submit compliance monitoring data to EPA via the Safe Drinking Water Information System. She also provides logistics and technical support to the Leadership Council, a senior level governance group charged with developing the policy direction for the regulatory data sharing between states, tribes, and the EPA.

Coordinated Assessments for Salmonid and Aquatic Habitat Data. Kristen helped support the Pacific Northwest Aquatic Monitoring Partnership's (PNAMP) ongoing regional Coordinated Assessments effort. Her work included helping fisheries co-managers in Washington, Oregon, and Idaho review and provide comments on data exchange templates for three pilot Viable Salmonid Population indicators, supporting PNAMP staff and regional agencies and tribes to identify gaps in salmon data collection processes, and providing regular meeting support in the form of logistics tracking, agenda setting, and meeting documentation.



Education

B. A., Botany, University of Washington, 2003

B. A., Political Science, University of Washington, 2003

Professional Experience

Senior Associate, Ross Strategic, 2018–present

Associate, Ross Strategic, 2008–2018

Research Associate, Ross Strategic, 2006–2008

Outreach and Development Coordinator, Washington Trout, 2004–2006

Skill Profile

- Group facilitation
- Project management
- Collaborative process implementation
- Natural resource planning
- Technical writing & editing
- Stakeholder engagement
- Website Management and Online Collaborative Tool Use

NMFS – Endangered Species Act Section 6 Program Report. Kristen assisted the NMFS Office of Protected Resources to help produce the first Endangered Species Act Section 6 Program Report – Cooperative Conservation with the States. Ms. Durance conducted research, developed graphics and text, and oversaw Report layout production. Additionally, she assisted with stakeholder and grantee outreach. She also assisted with updates to the Program Report for 2011 and supported efforts to develop an official framework for tracking program progress and the creation of a database to store these performance metrics.

Pacific Coast Salmon Recovery Fund Report to Congress. Kristen worked with NOAA staff to support the development of the Pacific Coast Salmon Recovery Fund's (PCSRF) annual year-end Report to Congress. This annual report documents the identified performance measures for grants distributed to states and tribes involved in west coast salmon and steelhead recovery projects. She worked as part of a team responsible for the development of graphics, analysis, writing, layout, and publication of the report. She supported this project by conducting communications with state and tribal grantees, NOAA representatives, and other key members; drafting sections of the report including data analysis or performance metrics and species abundance; and provided logistics support for bi-annual meetings.

Coeur d'Alene Citizens Coordinating Council. Kristen provided support to the Coeur d'Alene Citizens Coordinating Council (CCC), a public citizens' advisory group established to provide guidance to the Coeur d'Alene Basin Commission Board. This Commission Board was established by EPA Region 10, Idaho Department of Environmental Quality, Washington Department of Ecology, the Coeur d'Alene Tribes, U.S. Fish and Wildlife Service, and others. It is authorized under Idaho State law to oversee and manage the cleanup of the Coeur d'Alene Basin, a Superfund site in Northern Idaho. Kristen provided research and logistical support to the Citizen Coordinating Council, helped develop meeting agendas, and attended and documented Council meetings. She also provided strategic support to the CCC as they transitioned to a volunteer citizen-run meeting format.

CDC Environmental Public Health Tracking Network. Kristen helped support the CDC-NCEH effort to build a National Environmental Public Health Tracking Network (Tracking Network). She worked with the Content Workgroup Drinking Water Team to facilitate interactions among CDC, state grantees, and the EPA Office of Water to establish drinking water indicators for community water supplies using state reported data. She also developed and supported the Tracking SharePoint collaborative website including site creation, posting/editing team documents, providing client support, and regular site maintenance. Finally, she provided facilitation and coordination support for the Tracking Metadata and Network Architecture sub-groups.

Tom Beierle

PRINCIPAL

Profile

Tom Beierle has 25 years of experience working with public agencies, foundations, and stakeholder groups. He routinely plans and facilitates processes to engage public agencies and stakeholders in setting strategic direction and then following through with robust, collaborative implementation. For several years, Tom has led implementation coordination for the Pacific Coast Collaborative, a joint effort of the Governors of California, Oregon, and Washington and the Premier of British Columbia to set and achieve regional clean energy goals. In this role, he has convened and facilitated many technical working groups as well as a steering group of senior policy advisors. In the past, Tom facilitated the Citizens Coordinating Committee of the Couer d'Alene Basin Commission, helping members contribute to decisions about water quality, land use, and environmental cleanup in the Basin. He is the author of the book *Democracy in Practice*, a quantitative analysis of over 230 case studies of public participation in environmental decisions.

Select Project Experience

Pacific Coast Collaborative. Since 2013, Mr. Beierle has provided strategy and implementation support for the development and implementation of a joint West Coast strategy among the Pacific Coast Collaborative (PCC) jurisdictions of Washington, Oregon, California and British Columbia—as well as major West Coast cities—for advancing clean energy policies. In 2013, he was instrumental in helping PCC jurisdictions develop and launch the *Pacific Coast Action Plan on Climate and Energy*, which reflects specific commitments for transitioning to a clean, low-carbon economy through market-wide initiatives, as well as specific focus areas related to transportation, energy efficiency, infrastructure, and power supply. He assisted the PCC in developing an update to the Action Plan in 2016 as well as a parallel agreement with West Coast cities. Mr. Beierle is now leading many of the implementation efforts, particularly related to low-carbon transportation and low-carbon buildings. In this role, he coordinates and aligns work of the offices of the PCC Governors/Premier, offices of West Coast mayors, city/state/provincial agencies, foundations, and stakeholder partners to achieve the commitments outlined in the action plans and agreements.



Education

M.P.A., Economics and Public Policy,
Princeton University, 1997

Certificate in Science, Technology, and
Public Policy, 1997

B.A., cum laude, History, Yale University,
1990

Professional Experience

Principal, Ross Strategic, 2015–present

Senior Associate, Ross Strategic, 2007–
2014

Associate, Ross & Associates
Environmental Consulting, Ltd., 2004–
2006

Deputy Director of WTO Agriculture
Negotiations, Office of the U.S.
Trade Representative, Executive Office
of the President, Washington, DC, 2003–
2004

Fellow, Resources for the Future,
Washington, DC, 1999–2003

Research Associate, Resources for the
Future, Washington, DC, 1997–1999

Intern, White House Council on
Environmental Quality, Executive Office
of the President, Washington, DC,
Summer 1996

Assistant Business Professional, Roy F.
Weston, Inc., 1993–1995

McKnight Foundation Mississippi River Program Strategy Refresh. Mr. Beierle provided strategy support and assistance to the McKnight Foundation's Mississippi River Program to refresh its approach to improving water quality in the Mississippi River Basin. This work focused on innovative approaches to influencing farming practices and river engineering, creating market and policy incentives for farmers and communities to implement new practices at scale.

Climate Showcase Communities Facilitation and Planning Support. Mr. Beierle provided facilitation, program coordination, and strategy support for EPA's Climate Showcase Communities grant program. He planned and implemented annual Climate Showcase Communities workshops attended by 50–100 participants in 2010, 2011, 2012, and 2013 for local grant-funded climate and clean energy programs around the country. He also developed an online information sharing clearinghouse for grantees and planned and conducted peer exchange calls on topics such as measurement, communication, and program planning. Most recently, Mr. Beierle assisted the program in identifying opportunities and strategies for engaging local governments in compliance strategies for EPA's Clean Power Plan under the Clean Air Act's Section 111d.

Washington State Climate Action Team: State Environmental Policy Act (SEPA) and Climate Change Implementation Working Group. Mr. Beierle provided third-party neutral facilitation support for the SEPA and Climate Change Implementation Working Group as a component of the state climate action planning process. He assisted this 25-person stakeholder group in developing guidance for incorporating climate change considerations into the environmental review of projects, plans, and policies in the State of Washington. Issues included complex technical considerations of how to measure greenhouse gas emissions and the impact of climate change, as well as politically-charged policy issues, such as how much mitigation of climate change impacts will be required for new developments and comprehensive plans. Recommendations from the group were incorporated into the State Climate Action Plan.

Coeur d'Alene Basin Commission. Tom provided third-party neutral facilitation support to the Citizen Coordinating Council, a citizens' advisory group established to support and provide guidance to the Coeur d'Alene Basin Commission. The Commission oversees the cleanup of the Coeur d'Alene Basin, a Superfund site in Northern Idaho, and is composed of representatives from EPA, the States of Idaho and Washington, and three local counties. Specific project tasks include organizing, facilitating, and summarizing Citizen Coordinating Council meetings; providing communication support and connectivity between citizens and among the various Basin Commission parties; and acting as a neutral "advocate" for community interests in the Basin Commission process.

Development of an Adaptive Environmental Management System for the Lake Tahoe Basin. Tom provided technical direction and design support for an Adaptive Environmental Management System for the Lake Tahoe Basin, which will be used by the many agencies with natural resource management responsibilities within the Basin to improve their coordinated management of this important national resource. The system establishes a practical and transparent process for making coordinated, information-based decisions and for continually improving the effectiveness of policies to achieve desired conditions in the Lake Tahoe Basin. It enables the agencies to test, assess, and adjust indicators and standards, while bringing together the agencies in a cost-effective way that maintains their independence.

Elizabeth McManus

PRINCIPAL

Profile

Elizabeth McManus has over 25 years' experience in collaborative process design and facilitation, program assessment and evaluation, project management, and strategic planning. Her recent practice has focused on collaborative ecosystem protection and recovery including work in Puget Sound, the Chehalis River Basin, and the Guadalupe River System and San Antonio Bay. Elizabeth works most comfortably at the intersection of science, policy, and practical on-the-ground implementation. She is a known and trusted broker of collaborative decisions in the region.

Select Project Experience

WDFW Budget and Policy Advisory Group. Elizabeth is leading the facilitation effort for the newly formed WDFW Budget and Policy Advisory Group which will make recommendations on a long-term funding plan for WDFW by April 2018. This is a highly aggressive schedule, which requires sustained attention to producing high-quality products and facilitating timely Advisory Group member engagement and deliberation. In addition to leading the facilitation and collaborative effort, Elizabeth also is leading a team of Ross Strategic staff who are providing other project support and services, including research, development of outreach plans and materials, multi-attribute review of potential funding approaches, and eventual drafting of the long-term revenue plan.

Development of Clean Water Guidance for Agriculture. Elizabeth worked with state, federal, and tribal governments, and other interested parties to create a process and approach that will be used to develop Clean Water Act compliant conservation practices for agriculture in Washington. This work involves reaching clarity on principles, information and analysis needed, and process governance, timing, and steps in a way to ensure effective engagement of all parties in the process. Elizabeth prepared a situation assessment and recommendations, facilitated a public workshop on the draft recommendations, assisted with creating a final process design, and is now working to help convene and facilitate the Advisory Group.

Creating a Shared Sustainable Plan for Target Shooting at the Wenas

Wildlife Area. Elizabeth recently concluded process design and facilitation support for a citizen's advisory committee charged with giving the Washington Department of Fish and Wildlife recommendations on how to



Praise for Elizabeth's Work

"I enjoyed your ability, determination, and positive attitude throughout the process. Your effort to keep the group working together when there was a tendency toward division was important to our reaching consensus on many issues... Above all else your outgoing personality and enthusiasm encouraged us all to work harder and be considerate of those with different ideas throughout the process." (*Wenas Target Shooting Advisory Group participant, 2017*)

"Thanks Elizabeth. I have really enjoyed working with you ... and greatly appreciate your ability to herd cats. This was a far more productive enterprise than I had envisioned on embarkation, and much of that is due to your deft handling of tension points. Thank you for being so responsive to the issues we raised. It is the hallmark of a great facilitator that your team members feel listened to." (*Toxics Strategies Participant, 2013*)

Education

B.S., Environmental & Wildlife Science,
The Evergreen State College, 1990

Professional Experience

Principal, Ross Strategic, 2000–present

Washington State Department of Ecology – various positions in Hazardous and Nuclear Waste Programs, including separate details to US EPA Region 10 and HQ 1990–2000

increase safety, reduce user conflicts, reduce fire risk, and maintain wildlife habitat while providing for sustainable recreational target shooting at the Wenas Wildlife Area. This required carefully navigating strong personalities and emotionally charged issues, and provided a fascinating look at Wildlife Area planning and how user groups can come together to accommodate one another's priorities. As part of this process, Elizabeth also facilitated a series of related public meetings and workshops.

Department of Fish and Wildlife Creating and Communicating a Shared Conservation Vision. As follow up to the Department's Wild Futures effort, Elizabeth carried out a set of structured interviews with stakeholders to begin to develop a common vision for conservation, and outline of supported conservation activities and outcomes, and a way of talking about conservation that engages stakeholders and brings them to the table. As part of this work, Elizabeth helped to develop strategies and ideas to better relate the Department's work to shared conservation values and desired outcomes, and to better communicate how Department spending hews to those outcomes.

Forest and Community Resiliency Roundtable. Elizabeth worked representatives from the timber industry, fire adapted communities, forest collaboratives, land trusts, related NGOs (e.g., the Nature Conservancy), and state and federal agencies to develop and advocate for a common agenda for increases in investments in forest health. Elizabeth designs and facilitates meetings, brokers agreement among participants, and prepares joint documents. For more on the Roundtable: <https://www.forestroundtable.org>

Idaho Tribal Fish Consumption Survey Design and Implementation. Elizabeth provided facilitation and process design expertise to support the five Idaho tribes develop and implement tribal fish consumption surveys. Elizabeth conducted a situation assessment to understand the perspectives of the five tribes, the U.S. EPA, and Idaho DEQ, and facilitated coordination and collaboration meetings among the tribes and U.S. EPA around numerous policy issues related to design and execution of tribal fish consumption surveys and application of survey information to the Idaho Negotiated Rulemaking Process which is underway to set state water quality standards.

Puget Sound Pressure Assessment. Elizabeth led the team supporting the Puget Sound Partnership in working with lead scientists from throughout the region to understand and assess the pressures and stressors on the Puget Sound ecosystem. Elizabeth, working with Ken Ghalambor, led design of the assessment methods and instruments, worked with PSP and scientist from throughout the Region to address their interests and ensure the assessment would be well supported, facilitated a series of online expert elicitation workshops with scientists, analyzed expert elicitation results and combined them with geospatial data in the assessment model to produce pressure scores, developed a framework use of the pressure scores to inform decision making, and wrote the assessment report. (See: <https://sites.google.com/site/pressureassessment/home>)

Ecology Pharmaceutical Waste Management Work Group. Elizabeth provided facilitation, analysis, consensus building, and report writing support for the Department of Ecology Pharmaceutical Waste Management Work Group. This included developing the workgroup charter, interviewing participants and other experts, synthesizing interview information, designing, facilitating, and documenting Work Group meetings, and preparing the final consensus Work Group recommendations and report.

Invasive Species Council Aquatic Invasive Species Funding Advisory Committee. Elizabeth provided facilitation, analysis, and report writing support for the Aquatic Invasive Species Funding Advisory Committee. This included developing the workgroup charter, interviewing participants and other experts, synthesizing interview information, designing, facilitating, and documenting Committee meetings, and preparing the final Committee recommendations and report. She is currently working again with the group to develop a shared communication plan and path forward around their recommendations, including working with them to organize advocating for Aquatic Invasive Species funding in the State Legislature.

Evaluation of Local Watershed and Salmon Recovery Groups in Puget Sound. Elizabeth led design and implementation of a Legislatively-directed evaluation of local watershed and salmon recovery groups in the Puget Sound region. The evaluation used multiple methods, interviews, surveys, literature review, and meetings to gather information on groups' objectives and performance. Assessment results were distilled into concise strategic recommendations for legislative, administrative, and budgetary actions to streamline and strengthen Puget Sound recovery. Elizabeth structured the evaluation process, created the evaluation and interview questions, designed the survey, conducted all evaluation interviews, prepared the findings report and preliminary recommendations, refined recommendations through a series of discussions with Puget Sound leadership groups, and wrote the report. (See: <http://www.psp.wa.gov/downloads/Exhibit-A-corrected.pdf>)

Local Watershed-Based Priority Setting in Island and San Juan Counties. Elizabeth designed and facilitated meetings using Open Standards for Conservation methods and practices to support the Island Local Integrating Organization (the local, watershed-based governance group for Puget Sound recovery) in evaluating stressors and pressures on the ecosystem, identifying strategies and actions to reduce pressures and achieve recovery, and evaluating strategies and actions. This resulted in accepted, well-documented, watershed based priority strategies and actions for Puget Sound recovery. Elizabeth also designed and facilitated meetings using Open Standards for Conservation methods and practices to support the San Juan Islands LIO.

Hood Canal Dissolved Oxygen Facilitation. Elizabeth worked with the Port Gamble S'Klallam Tribe and the Hood Canal Coordinating Committee to design, facilitate and document a meeting of local and tribal officials, academia, and state agencies to reach a common understanding of dissolved oxygen issues in Hood Canal and chart a common path forward for future science and research priorities.

Puget Sound Action Agenda Update. Elizabeth led the contractor team that provided support for the 2012 Update to the Puget Sound Action Agenda. She coordinated both the process and substance of the Action Agenda update—creating the update process and guidance, setting and maintaining schedules, preparing briefings, working directly with subject matter experts to develop the content, and drafting the document. Work also included facilitation of multiple large and small public and stakeholder meetings, project organization and planning, support and meeting facilitation for development, stakeholder involvement, and consensus-building around recovery targets for Puget Sound, and support for development and deployment of an expert elicitation process to rank Puget Sound recovery strategies.

Washington Toxics Reduction Strategies Workgroup. Elizabeth designed the process and facilitated the Washington Toxics Reduction Strategies Workgroup, a group of business, government, academic and non-governmental leaders chartered to think outside their typical legal and political silos to find creative new approaches to toxics that would offer better human health, environmental, and economic outcomes. The group

identified and deliberated on a number of policy choices and, in about six months, reached consensus on principals for toxics reduction, and a dozen specific recommendations for new approaches to achieve better environmental and economic outcomes.

Washington Water Quality Standards Delegates Table. Elizabeth assisted the Washington Department of Ecology with the final phase of an ambitious and at times contentious effort to develop and adopt human health-based criteria for surface waters. Elizabeth provided comprehensive process management, facilitation, and conflict resolution support to the Ecology Delegate's Table, a multi-stakeholder group tasked with providing Ecology a full range of perspectives and advice on rulemaking issues, with a focus on water quality standards implementation tools.

Chehalis Flood Technical Report. Elizabeth worked with the William D. Ruckelshaus Center, the Chehalis Flood Authority, the Chehalis Tribe, and other interests to synthesize information on flood impacts in the basin and alternatives to mitigate impacts from flooding. This included assisting with support and facilitation for a multi-stakeholder effort that resulted in the first-ever consensus set of flood hazard mitigation capital investments for the Chehalis Basin. Elizabeth and a team of Ross Strategic staff worked with Jim Kramer and other to compile and analyze information on the potential effects of alternatives and how alternatives might act in different parts of the basin in a manner that reflected the perspectives of all parties, and prepared a technical report to the Washington State Governor and Legislature on options to address/mitigate Chehalis Basin flooding which served as the basis for the consensus capital budget recommendations. As follow on work, Elizabeth also supported efforts to develop requests for proposals and other documents to implement the consensus capital budget recommendations, and prepared the second Chehalis Basin report. (See: <http://ruckelshauscenter.wsu.edu/wp-content/uploads/2013/06/chehalis-report-12-19-121.pdf>)

Hanford Nuclear Reservation Central Plateau Cleanup Strategy. The U.S. Department of Energy is working with Ecology and EPA to develop a new strategy for cleanup of the central plateau. This strategy will shrink the anticipated final footprint of the Hanford site and lay out the assumptions and processes that will be used to clean up the central plateau including addressing ground water and deep vadose zone contamination. Elizabeth supported development of this strategy as an expert on RCRA/CERCLA integration and cleanup processes and facilitated a state/EPA/DOE workgroup tasked with developing principles for the cleanup strategy.

Hanford Secondary Waste Roadmap Facilitation. Elizabeth facilitated the U.S. Department of Energy's collaborative week-long workshop to develop a roadmap for data gathering and decision making about the waste form for secondary wastes from the Hanford high-level waste vitrification process. This highly technical exercise brought together experts from across the country, throughout the DOE complex, and from regulatory agencies including Ecology, EPA, and the Nuclear Regulatory Commission to develop a strategic work plan for decision making about a secondary waste form.

Sarah Abramowitz

RESEARCH ASSOCIATE

Experience Profile

Sarah Abramowitz joined Ross Strategic in 2016 as a Research Associate after receiving her Master of Public Administration from the University of Washington's Evans School of Public Policy and Governance. Sarah brings her skills in project management, team leadership, internal and external stakeholder collaboration, and problem solving in support of Ross Strategic client projects. Sarah has more than 10 years of professional work experience ranging from sustainability consulting, research, communications, policy analysis, legislative committee and taskforce support, marketing and strategy. Sarah currently applies her analytic, evaluation, facilitation, research, and communication skills to projects focused on climate change and environmental information management.

Select Project Experience

U.S. Environmental Protection Agency - E-Enterprise for the Environment and the Exchange Network. Sarah is a member of the Ross Strategic team that is working with states, tribes, and the U.S. Environmental Protection Agency to establish E-Enterprise for the Environment (E-Enterprise). Ross Strategic has been responsible for helping lead this collaborative initiative to modernize business processes, enhance services, and advance shared governance to improve environmental outcomes. Sarah is the lead support person for the Management Board (MB) and the Interoperability and Operations Team (IOT), both of which are governance groups charged with overseeing the policy and technical direction of E-Enterprise. She provides facilitation and technical support to other E-Enterprise groups, including the Communications Team, which is responsible for internal and external stakeholder communications, and the Portal Team which is tasked with governing a network of portals that provide a platform for partners to house and access shared services and tools. Sarah also supported the Metrics and Measures Team and contributed to the development of performance indicators and an executive dashboard to track the status of projects within the initiative.

ClimateWorks Foundation. Sarah is the project manager of the Ross Strategic team supporting ClimateWorks Foundation. Together with the



Education

Master of Public Administration and International Development Policy and Management Certificate, Evans School of Public Policy and Governance, University of Washington, 2015

Technology Entrepreneurship Certificate, Foster School of Business, University of Washington, 2015

Bachelor of Arts in Communication and Political Science, University of Washington, 2006

Professional Experience

Research Associate, Ross Strategic, 2016–present

Strategy, Marketing and Corporate Social Responsibility Consultant, Make Future Stuff, 2015–2016

Food Loss and Market Expansion Consultant, Cold Hubs, 2015

Research Assistant, University of Washington Women's Center, 2014–2015

Bill Report Coordinator, Washington State House of Representatives, 2012–2014

Legislative Assistant, Washington State House of Representatives, 2010–2012

Committee Clerk, Washington State House of Representatives, 2009–2010

Communications Operator, Nordstrom, 2007–2009

International Account Manager, Human Resources Coordinator, PicCell Wireless, 2007–2009

rest of the team, Sarah provides strategy and organizational learning support to ClimateWorks as it works with partner foundations to develop global campaigns on energy efficiency, oil, clean power, and non-CO2 climate forcers. Sarah provides facilitation, strategic, and logistical support for various meetings focused on structured learning and evaluation activities.

CDC Environmental Public Health Tracking Network. Sarah helped support the Surveillance Workgroup, a collaborative effort to explore existing surveillance systems and opportunities for data standardization. Sarah organized, staffed, and documented workgroup calls, and provided management, logistical, and communications support to the workgroup co-chairs and members.