



July 15, 2013

Rex Gittins  
Nebraska Department of Natural Resources  
301 Centennial Mall South, 4<sup>th</sup> Floor  
PO Box 94676  
Lincoln, NE 68509-4676

**Re: Letter of Intent for Water Funding Task Force**

Dear Mr. Gittins:

CDR Associates and The Flatwater Group (TFG) are pleased to submit a proposal to provide technical consultation and facilitation services for the Water Funding Task Force established by LB 517. We look forward to the opportunity to present our proposal to the Task Force on July 19<sup>th</sup>.

CDR Associates Principal Jonathan Bartsch will serve as the project manager, point of contract and lead facilitator for the CDR-TFG team. David Kracman of TFG will serve as our team's technical support lead, coordinating the economic analysis as well as engineering and other technical consultation for the Task Force. Other key local and national experts and members of our team include David Mitchell, co-founder and Principal of the national economic and public policy consulting firm M.Cubed, facilitators Lorrie Benson of Benson and Associates and Ryan Golten of CDR Associates, and economist Eric Thompson with the University of Nebraska.

Our team members are available to begin the work of the Water Funding Task Force immediately. Attached you will find our proposal and detailed resumes demonstrating our team's qualifications. Our team leads are committed to making this project their sole focus and will be dedicated 100 percent to it. We are confident that we have the capacity, experience and resources to fulfill the expectations of this demanding project.

Thank you for your consideration.

Sincerely,

Jonathan Bartsch, Principal  
CDR Associates  
3050 Broadway, Suite 300  
Boulder CO 80304-3154  
(303) 442-7367 ext. 201  
[jbartsch@mediate.org](mailto:jbartsch@mediate.org)

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## **PROPOSAL**

### **Support Services for the Water Funding Task Force**

**Submitted to:**

**Department of Natural Resources**

Rex Gittins, [rex.gittins@nebraska.gov](mailto:rex.gittins@nebraska.gov)

Due: July 15, 2013, 12:00pm

**Submitted by:**

**CDR Associates, 3050 Broadway, Suite 300, Boulder, CO 80304**

*and*

**The Flatwater Group, 8200 Cody Drive, Lincoln, NE 68512**

## INTRODUCTION

### The CDR Associates Team

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The multidisciplinary CDR Associates team has experience working with diverse groups to achieve broadly supported outcomes. Our proposed team has proven its capability to lead and support statewide water planning and funding efforts, with a strong reputation for developing implementable solutions. Our team is comprised of local and national experts in public policy and water-planning facilitation, economic assessment of water projects, and water engineering, planning and modeling. Our team is comprised of four firms:

**CDR Associates (CDR)** is a facilitation, consensus decision making, and public participation firm that has facilitated environmental and public policy initiatives for over 30 years around the world. CDR has worked in Nebraska on the Republican River Compact Settlement negotiations, Water Policy Task Force efforts resulting in consensus recommendations embodied in LB 962, and the Over-Appropriated Basin Working Group. As neutral third-party facilitators and mediators, CDR uses a variety of strategies to help groups accomplish their goals, including collaborative technologies to bring together stakeholders across wide geographic areas. Through a solid understanding of water issues and unique funding challenges facing Nebraska, CDR brings to the Water Funding Task Force both objectivity and familiarity with the issues and stakeholders.

**The Flatwater Group (TFG)**, headquartered in Lincoln, specializes in water resources, planning, restoration design, and environmental engineering. TFG is founded and organized on the principles of flexible client services coupled with creative solutions. TFG provides professional water consulting services for project coordination and management. Technical water engineering activities include data acquisition and management, project cost estimation, surface water modeling, groundwater modeling support, stream gauge analysis, database development, GIS management and development, and mapping support.

**M.Cubed**, founded in 1993, provides nationally recognized economic and public policy consulting to public and private sector clients. Practice areas include water finance planning, project impact analysis, and economic modeling. M.Cubed is familiar with institutional settings and constraints that dictate policy choices in the water, agricultural and economic development arenas. With access to a wide range of research, computing and modeling facilities, M.Cubed is ideally positioned to provide needed technical expertise.

**Benson and Affiliates** offers strategic planning, facilitation and communications expertise. Benson, a former practicing attorney, has worked with The Mediation Center since 1995, and has provided facilitation services through the University of Nebraska Water Center and as an independent consultant. As a member of the Water Policy Task Force, Benson keenly understands the issues and dynamics related to funding water projects in Nebraska.

**University of Nebraska-Lincoln** Economist Eric Thompson will provide economic and technical support under the direction of David Kracman of TFG. University of Nebraska-Lincoln Economist Karina Schoengold will provide technical analysis through Mr. Kracman of TFG on an as-needed basis.

Detailed resumes for team members, along with an organizational chart, are attached to this proposal.

## **Project Understanding**

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LB 517 established the Water Funding Task Force (Task Force) to create a strategic plan and legislation for a dedicated, permanent structure and process for funding water projects in Nebraska. The Task Force is charged with identifying water projects and research needs for the state as a whole, determining the costs of effective conservation, sustainability, and management, and setting in place the structure, framework and process to transparently assess and fund priority projects. The Task Force will submit a final report with its recommendations to the Legislature on or before December 31, 2013.

LB 517 does not mandate a new top-down, State-dictated approach to water funding, nor does it impose or require new regulations. Rather, the Task Force is tasked with creating a roadmap to fund projects that have, to a large degree, already been identified locally to help Nebraska sustainably manage its water resources. LB 517 builds on the many past and existing locally-driven efforts to identify funding needs and project priorities, as well as existing funding sources for water-related projects – in a sense finishing the work of Legislative Bill (LB) 962 and the Integrated Management Plan (IMP) process, as well as more recent Legislative Resolution (LR) 314 efforts. The Task Force will consult with water users and stakeholders to ensure its recommendations are fair, balanced and meet the interests of the state as a whole, from the Omaha bus driver to the irrigator in the Panhandle.

Specifically, the Task Force is directed by statute to do the following:

- (1) Organize, review, and update priority water projects in need of funding with respect to research/modeling, infrastructure, integrated management, and state contractual obligations, giving equal weight to each category and the related issues of water quality and quantity, and using a transparent process that solicits input from stakeholders;
- (2) Propose a funding mechanism, structure, estimated annual funding amount, and clear, credible process whereby projects will be evaluated and funded according to agreed-upon criteria that will assist the state as a whole in sustainably managing its water resources, building upon efforts such as LR 314 to inventory and evaluate existing funding sources and/or structures; and
- (3) Evaluate the efficiency of funds, programs, and institutions currently administered by the Department of Natural Resources with respect to managing water resources and propose relevant statutory changes to these in light of its findings.

In order to accomplish its tasks within an aggressive, five-month timeframe, we propose that the Task Force meet at least ten times between July and December, 2013, and that Task Force subcommittees be formed and instructed to hold at least ten additional meetings during that timeframe. Basin tours will accompany the first several subcommittee meetings in different locations throughout the state. The facilitation team will use hands-on

approaches and collaborative technologies, as well as well-organized agendas, minutes, and other materials, for Task Force members to accomplish clear benchmarks and deliverables for each step of the process.

## **SCOPE**

### **Task 1 – Project Meeting Coordination and Facilitation**

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The 34-member Task Force consists of 11 stakeholders appointed by the Governor, seven non-voting, *ex officio* members of the Legislature and the Department of Natural Resources, and the 16-member Nebraska Natural Resources Commission. As with any large group comprising diverse and sometimes differing perspectives, effective facilitation is key to producing results. To be successful, the Task Force will require the opportunity to exchange, vet and evaluate a full range of ideas within a tight timeframe. Effective facilitation will require an ability to sequence issues and tasks, coordinate across subcommittees and groups, and effectively manage expectations. The CDR facilitation team, led by Jonathan Bartsch of CDR Associates, will focus Task Force members on the key issues and drive the group toward a consensus set of recommendations for inclusion in a strategic plan and draft legislation for the Legislature.

At the outset, it will be important to set a tone of collaboration, and to establish a fair and transparent process. Facilitators will work with the Task Force to clarify its scope, keep the group focused, consistently document agreements, and incrementally build a consensus on a proposed strategic plan. Facilitators will also clarify areas of differences and propose procedural options for addressing them. As in previous successful efforts, we will incrementally build consensus recommendations rather than waiting to document until the end. The CDR team will focus the Task Force on achieving a reliable funding plan and structure that has broad agreement and can be implemented.

#### *Subcommittees*

The use of subcommittees will enable the Task Force to develop options for consideration in a timely and focused fashion. One critical lesson from the Water Policy Task Force is the importance of assembling small groups of stakeholder leaders and technical experts, and the positive impact they can have in breaking deadlock and developing integrative proposals to bring to the full group for discussion and approval.

The Task Force will review, refine, and update proposals from the subcommittees, soliciting relevant stakeholder input to fill in gaps. Each subcommittee will have specific tasks, timelines and deliverables as determined by LB 517 and the Task Force. We propose that each Task Force member serve on at least one (1) of the following subcommittees:

- (1) Research and Modeling (water quality and quantity)
- (2) Infrastructure (water quality and quantity)
- (3) Conjunctive Management
- (4) State Agreements/Compacts
- (5) Funding/Finance
- (6) Drafting/Legislation

Subcommittees will be assigned a lead consultant team member who will schedule and conduct the meetings, develop agendas, and document issues and recommendations for Task Force consideration. The consultant team will ensure that all subcommittee meetings are efficient and effective and that products/proposals are consistently developed.

The subcommittees will include other experts as determined necessary for the functioning of the group, with the recognition that to effectively develop proposals and ideas, the subcommittees need to be smaller in composition. The subcommittees will meet frequently between the Task Force meetings either in-person, using conference calls or with the support of collaborative web interface (e.g., webinar, video conference, cloud-based data-sharing technologies, Google documents, and related tools).

### *Facilitation Approach*

The CDR team is comprised of professional facilitators that understand how to design and develop consensus agreements and have vast experience in water related issues, state funding issues and water projects in Nebraska. Facilitators from CDR Associates, in collaboration with Lorrie Benson of Benson and Affiliates, will design all work session agendas.

The facilitators are responsible for directing the process and ensuring the success of the Task Force. As a former Water Policy Task Force member noted, facilitators can help a group be successful because “they don’t come with an agenda other than to help everybody succeed.” The facilitators will remain impartial with regard to the substance of the issues under discussion. Because CDR will not be part of implementing future projects, there will be no concern of a real or perceived bias toward any one group or project idea. The CDR team will be responsible to the whole Task Force and not to any one member or interest group. We will be focused solely on helping it accomplish its challenging task of identifying and laying the groundwork for a reliable source of water funding in Nebraska.

### *Decision Making*

A consensus decision-making process is recommended for the Task Force. Consensus is a process for reaching agreement that does not rely on voting. A consensus is the strongest form a group decision can take because it is a solution with which all participants can agree. Consensus decision-making has been used effectively in Nebraska on numerous occasions, including by the Water Policy Task Force.

A consensus decision is built by identifying and exploring parties' interests and assembling a package agreement that satisfies these interests to the greatest extent possible. A consensus is reached when all parties agree that their major interests have been taken into consideration and addressed in a satisfactory manner. Task Force members will be asked to indicate, either in-person or electronically, whether they can support a particular idea or proposal.

### *Work Plan and Agenda Development*

A detailed work plan will be proposed to the Task Force outlining on a month-by month basis proposed agenda topics, objectives and deliverables necessary to fulfill the mission of LB 517 in the timeframe allotted. In addition, specific agenda topics will be solicited from the Task Force members and such topics included in deliberations whenever possible.

### *Operating Protocols*

Operating Protocols that highlight the purpose and expectations of Task Force members, the consultant team, and other participants will be developed for consideration and agreement by the Task Force members. The Operating Protocols will serve as the first agreement of the Task Force and will underpin the activities and deliverables over the course of the project. The facilitation team will ensure that necessary information is made available to Task Force members in advance of each meeting and will enforce ground rules outlined in the Operating Protocols and accepted by the Task Force members.

### *Basin Tours*

The Task Force members have been asked to represent not only their particular interest group perspective but also to represent the larger interests of the state. Well-organized basin tours will be conducted to help Task Force members understand firsthand the relevant project, infrastructure and research needs throughout the state. The basin tours will be structured to visit projects that have been identified in prior efforts, e.g., in the LR 314 process. The Task Force will determine the best way to approach this ‘experiential’ learning in an efficient and productive way.

### *Collaborative Use of Technology*

In order to coordinate project activities, background information, a calendar of meetings and events, meeting notes and other project materials will be posted on the project website. In addition, teleconference calls, webinars, and other tools will be employed to engage those who are spread out geographically. Where helpful and agreed upon, other electronic tools will be available to meet the needs of the Task Force and subcommittees when in-person meetings are not possible.

### *Meeting Coordination, Logistics and Scheduling*

CDR Associates will take the lead in coordinating all Task Force logistics including securing meeting space, hotel and travel arrangements as well as other project logistics. For ease of scheduling, specific dates will be established by the first week in August for the Task Force meetings through the end of the year and posted on the LB 517 website. As demonstrated in numerous previous efforts, CDR is adept at efficiently arranging all meeting needs and requirements, including providing Task Force members with all necessary materials to make the most efficient, productive use of the timeframe allotted.

## **Task 2 – Technical Support of Task Force Charge**

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In addition to the facilitation efforts required for the Task Force, there will be a need for technical assistance – primarily involving economic analysis. Our team’s economists have extensive experience with finance planning efforts for large regional and statewide integrated water programs, both in Nebraska and elsewhere in the western U.S., including economists from the University of Nebraska-Lincoln with strong backgrounds in natural resources, water sustainability, and agricultural economics. While comprehensive engineering analysis is not anticipated, our team includes experienced civil and environmental engineers and has access to a licensed civil engineer highly experienced in

cost estimation for water, environmental and civil works projects. Technical efforts will work hand-in-hand with project facilitation, and the Task Force will have full access to all ongoing work conducted for the technical components. A summary of the primary technical efforts is included here.

### *Step 1 – Project List Compilation*

The technical effort will build upon the work previously conducted through earlier initiatives. The analysis of existing and potential water-related projects throughout the state compiled under Legislative Resolution 314 (LR 314) is a good example. While a great deal of information was developed under the LR 314 process, it was not always prepared in a consistent way. Current lists of project applications through the Nebraska Resources Development Fund and Nebraska Environmental Trust may also provide helpful information on identified projects. We will work with the Task Force and stakeholders to update and supplement this information as needed and compile the data into a logical and structured format. This compilation will include information on project costs, project benefits (both quantitative and qualitative), and beneficiaries.

The description of benefits will indicate how the project action will contribute to achieving a sustainable balance between water supplies and water demands and water quality needs. Our team will work to develop these updated project lists and use them as a basis for determining the actions needed to accomplish the state's water goals.

We will work with the Task Force to summarize water projects identified through this process as having regional and/or statewide importance in a form that is easily readable and understandable. This accessible information will help legislators and the general public understand the benefits to the state as a whole by funding water-related projects.

Another way to capitalize on the significant work already completed or underway involves working directly with Natural Resources District (NRD) representatives to ensure projects being considered by the Task Force include projects identified under the Integrated Management Plans (IMPs) that are in place or being developed across most of the state. The IMPs represent an established process of identifying needs on a local and watershed level, based on the goals and objectives established jointly by DNR and the respective NRDs.

Those goals and objectives, pursuant to *Neb. Rev. Stat. § 46-715*, must include “a purpose of sustaining a balance between water uses and water supplies so that the economic viability, social and environmental health, safety, and welfare of the river basin, subbasin, or reach can be achieved and maintained for both the near term and the long term.” The steps outlined under LB 517 represent a roadmap for completing a process considered by many to have been unfinished after the earlier Water Policy Task Force efforts – establishing a dependable funding source to carry out the needed activities under LB 962 and the IMPs. We will work to ensure that the funding priorities and procedures developed under the new Task Force coordinate with the IMP efforts already underway throughout the state, working with the NRDs, DNR, and stakeholders.

### *Step 2 – Ranking Criteria and Project Benefits*

LB 517 calls for the development of ranking criteria to help establish funding priorities. The legislation also includes seven “factors,” now codified under *Neb. Rev. Stat. § 50-507(1)(b)*, to be the basis for developing these criteria. These factors include the extent to which the potential project 1) improves water productivity; 2) assists in meeting state compact or agreement obligations; 3) uses objectives outlined in the Annual Report and Plan of Work; 4) has been approved for but not received funding through a state program; 5) is cost effective; 6) leverages outside funding; and 7) contributes to multiple water management goals. As part of the project team’s role in assisting the Task Force, we will review the relevant water funding processes already in place on a state level and consider the criteria used under those methodologies.

The criteria developed under this step could be used to inform funding decisions under a potential new dedicated water funding source for the state. As implied by the seven factors established by statute, the criteria will focus on benefits enjoyed by the state as a whole, rather than those focused solely on certain individuals or small geographic regions. Determining these “public benefits,” and the associated criteria needed to weigh those benefits accordingly, will be one of the primary objectives for the Task Force.

The ranking criteria will also consider issues of equity in ensuring geographic fairness, with the goal that all regions of the state should benefit as a result of this process. It should be understood that “everyone should get better together,” rather than any one region benefitting at the expense of another.

### *Step 3 – Review of Existing Funds and Institutions*

This step will involve consideration of current state funds related to water projects, including the Nebraska Resources Development Fund and funds under the jurisdiction of the Natural Resources Commission, the Water Resources Cash Fund, the Nebraska Environmental Trust, and others. Information researched through this investigation will include current balances, historical appropriations and outlays, and past projects benefiting from the funds.

Similarly, this step will include summarizing the regulatory authorities and historical activities of current institutions related to water resources in the state, focusing on those administered by, or under the direction of, DNR, including the Natural Resources Commission. As with previous steps, this analysis will also draw from previous efforts, including the work conducted under LR 314. After reviewing the current funds and institutions, the project team will work with the Task Force to identify changes to these functions that might increase their overall efficiency and better provide for the priority water needs in the state.

### *Step 4 – Reliable Long-Term Funding Source*

After completing the previous steps, the project team will work with the Task Force to develop suggestions for a sustainable, long-term funding source at the state level. Funding sources may include, but are not limited to: a new state revolving loan fund, general fund appropriations, dedicated sales tax revenues, a water user fee, general obligation bonds, and other funding mechanisms. This step will also involve estimating a recommended

annual funding amount and a start date for the distribution of those funds. As part of this step, the project team will monitor the legislative activities under the new LR 155 process, involving a review of Nebraska's tax policy.

#### *Step 5 - Strategic Plan and Suggested Legislation*

The project team will assist the Task Force in the compilation of a strategic plan, which will pull together the information obtained through the previous steps and recommend a permanent structure and process for implementing long-term funding sources. The team will also assist with development of suggested legislation to put the strategic plan into action. The team proposes this work be done by the Funding/Finance Subcommittee. The subcommittee proposals will be reviewed and approved by the Task Force.

Elements to be included in the recommended legislation are all the components required by statute: a permanent governing board structure and membership, an application process, a statewide project distribution mechanism, and a timeframe for funding allocations based on the list of programs, projects, and activities developed earlier.

### **Task 3 – Project Reporting**

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By November 30, the CDR team will prepare a Draft Report, summarizing the Task Force's recommendations, and a Draft Executive Summary of the Report. The Task Force will provide edits and feedback on the Draft Report and Executive Summary by December 14, 2013. The consultant team will incorporate the feedback and submit a final Report and Executive Summary to the Task Force on or before December 21, 2013.

As required by LB 517, the Report to the Task Force shall include:

- Recommendations for a strategic plan that lists water projects in need of funding in four categories: research/modeling; infrastructure; integrated management; and state agreements/compacts. Equal consideration and weight shall be given to each category, with the goal of helping the state meet its water sustainability goals in terms of both water quality and quantity in the state as a whole.
- Recommendations for ranking criteria that should be used to prioritize projects from the lists developed by the Task Force, as described in Task 2.
- Recommendations for legislation establishing a permanent structure and process through which water projects identified by the Task Force will be evaluated and provided funding, including:
  - A permanent governing board structure and membership
  - An application process
  - A statewide project distribution mechanism
  - A timeframe for funding allocations
- A recommended annual funding amount and start date for distribution of funds.
- Recommendations for statutory changes relating to the regulatory authority of the Department of Natural Resources, the funds and programs it administers, and the boards and commissions under its direction, based on the Task Force's evaluation of

the efficiency of such funds, programs, boards, and commissions with respect to funding the water projects identified by the Task Force.

To accomplish this goal, the consultants will help set benchmarks in a detailed work plan.

## **Task 4 – Project Management**

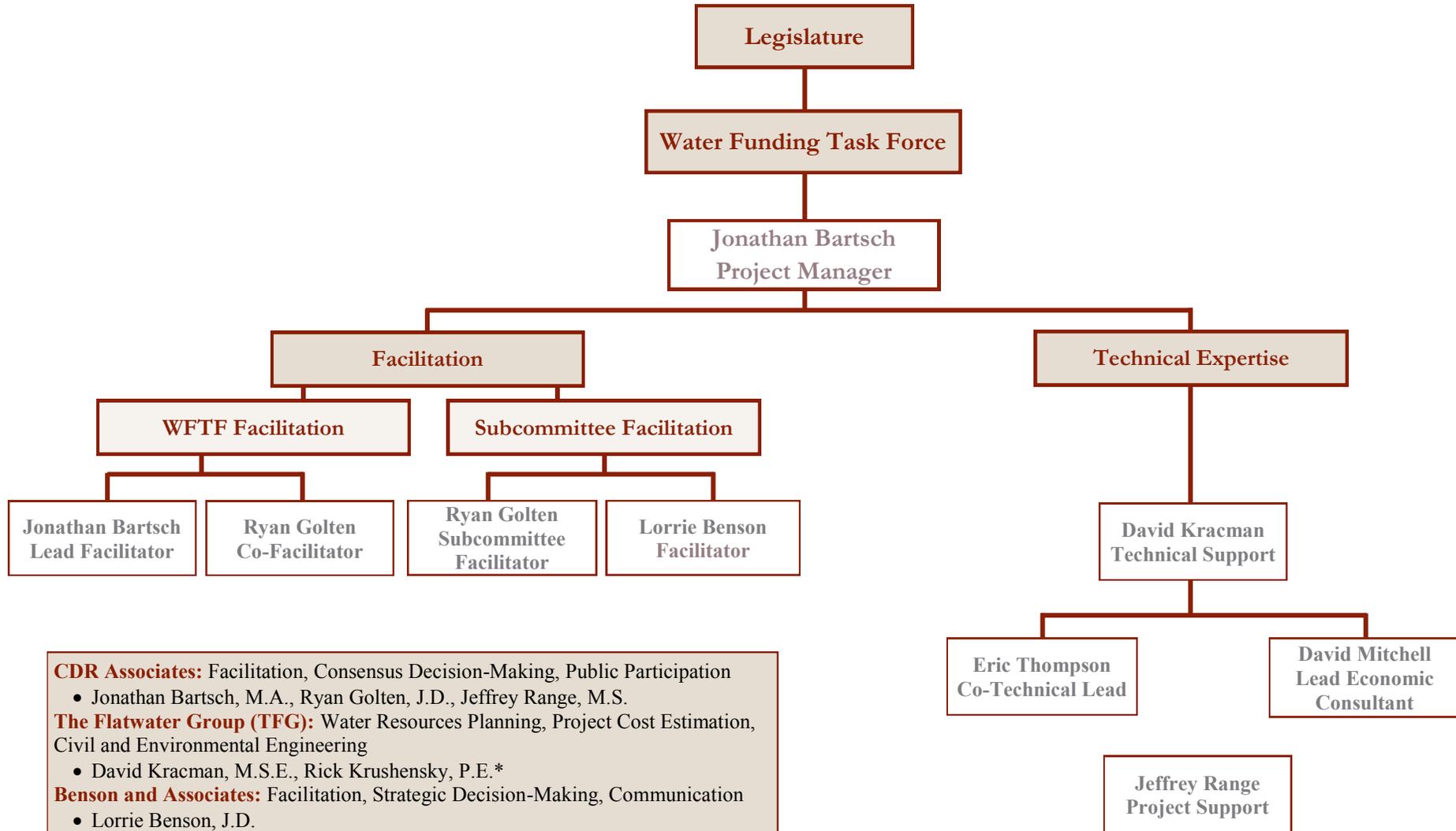
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To ensure the highest quality product delivered on schedule and on budget, CDR observes several management and control protocols that have proved successful during our completion of similar projects:

- Manage schedule and budgets by tasks.
- Progress reports on completed work, work to be performed, and issues encountered.
- Weekly review of expenditures, performance evaluation, and preventive/corrective action.
- Frequent check-ins with the Department of Natural Resources regarding the status of the project.

## **CONCLUSION**

We are confident that with our team’s water expertise and experience, collaborative problem-solving skills, and commitment, the CDR team can assist the Water Funding Task Force achieve its goals. We understand the importance of achieving a sustainable funding source for water projects and the positive impact it will have on the state and its water users. The results of the Task Force will provide the state with the financial tools to implement priority projects, conduct vital research, integrate surface and ground water and proactively address water quality and quantity issues. We view this effort not merely as another study, but rather the road toward water sustainability in Nebraska. Through compilation, prioritization, economic analysis and recommendations, the Task Force will make the case for the importance of water funding to the legislature and to the broader public.



**CDR Associates:** Facilitation, Consensus Decision-Making, Public Participation  
 • Jonathan Bartsch, M.A., Ryan Golten, J.D., Jeffrey Range, M.S.

**The Flatwater Group (TFG):** Water Resources Planning, Project Cost Estimation, Civil and Environmental Engineering  
 • David Kracman, M.S.E., Rick Krushensky, P.E.\*

**Benson and Associates:** Facilitation, Strategic Decision-Making, Communication  
 • Lorrie Benson, J.D.

**M Cubed:** Water Finance Planning and Ratemaking, Regional Economic Modeling  
 • David Mitchell, M.S.

**University of Nebraska:** Natural Resources, Water Sustainability, Agricultural Economics  
 • Eric Thompson, Ph.D., Karina Shoengold, Ph.D.\*\*

\*As needed for cost-estimation / engineering analysis  
 \*\* As needed for additional economic/technical support



**Jonathan Bartsch, Principal, CDR Associates.** Mr. Bartsch has fifteen years of experience as a professional facilitator and public involvement specialist who assists governmental agencies, industry and environmental advocates engage in collaborative problem solving. Mr. Bartsch mediates and facilitates water, land and infrastructure issues both internationally and domestically with inter-agency groups to address controversial public policy and environmental issues.

**Education:** Pennsylvania State University, B.A., Political Science, 1991; Eastern Mennonite University, M.A., Conflict Transformation, 1997

**Affiliations:**

- Mediation Practitioner, Association for Conflict Resolution
- Practitioner, National Roster of Environmental Dispute Resolution and Consensus-Building Professionals, U.S. Institute for Environmental Conflict Resolution and member of specialty Transportation Roster (since 2000)
- Transportation Research Board - Public Involvement Committee member
- AASHTO Center for Environmental Excellence Technical Expert in Public Involvement and Agency Coordination (selected in 2006)

**Representative Experience**

**Eastern Snake Plain Aquifer Advisory Committee** Bartsch led a facilitation team for the Eastern Snake Plain Aquifer Advisory Committee. The diverse stakeholder group was charged by the Idaho legislature to develop consensus recommendations on a Comprehensive Aquifer Management Plan—a highly contentious issue. The Advisory Committee was composed of water-user representatives from across the 10,000-square-mile aquifer area and included Idaho Power, cities, counties, irrigators, conservation and development representatives, as well as state and federal agencies. The Advisory Committee reached agreement on the Comprehensive Aquifer Management Plan, and it was passed into law by the Idaho Legislature in 2009. CDR Associates also facilitated the development of a funding plan included a review of existing funding mechanisms, development of project cost estimates, funding principles, implementation structure including the application process for specific components of the Management Plan.

**Nebraska Water Policy Task Force, State of Nebraska** Mr. Bartsch was part of team that successfully facilitated an 18-month, statewide negotiation to review current legislation on surface and groundwater management, and explore options for water transfers, leasing and banking to improve the management and use of the state’s natural resources. The Task Force was composed of 49 representatives from irrigation, agriculture, power, and recreation interests; state agencies; and Senators from the State’s Natural Resource Committee. Outcomes of the Task Force’s work included proposals, recommendations and draft legislation. Proposals were submitted to the State Legislature in the spring of 2004 and passed into law.

**Over-Appropriated Basin Working Group, State of Nebraska** Mr. Bartsch facilitated the Over-Appropriated Basin Working Group which was charged with the difficult task of determining how to comply with a new state law requiring a return to “fully-appropriated” status from an “over-appropriated” status. Issues related to the allocation and conjunctive management of surface water and groundwater in the western portion of Nebraska. The process included examining the nexus of land use planning and water resource management to identify the ‘least impactful’ means for addressing requirements. The negotiations resulted in better understanding on how to address water management and allocation in Nebraska where water has been determined to be over-appropriated.

**Niagara Power Project Relicensing, New York Power Authority and Tuscarora Nation**

Mr. Bartsch facilitated large and contentious multi-stakeholder meetings related to the relicensing of the Niagara Power Project in New York. The New York Power Authority (NYPA) used an intensive public involvement process, the Alternative Licensing Procedure (ALP), to develop a license application that has broad stakeholder support. Bartsch facilitated negotiations with the Tuscarora Nation and NYPA regarding the Niagara Power Project re-licensing. Agreement related to environmental analysis, stakeholder interests and parallel process for the Tuscarora Nation was developed.

**US 36 Environmental Impact Statement—Preferred Alternative** As part of the US 36 EIS Preferred Alternative Committee (PAC) process, Mr. Bartsch facilitated the successful resolution of issues related to the US 36 preferred alternative for the Colorado Department of Transportation and the Regional Transportation District. The PAC was charged with developing recommendations to the lead federal agencies on the corridor-wide Preferred Alternative and strategies for the first phase of implementation. The inter-agency PAC reached agreement on a preferred alternative, including the priorities for the first phase of implementation, identified project funding and is moving toward construction in early 2012.

**CDOT - New Development Redevelopment Task Force** Mr. Bartsch co-facilitated planning meetings, in which a representative group of CDOT Regional and Headquarters staff developed recommendations for an updated CDOT New Development Redevelopment (NDRD) Program, in order to meet the requirements of the state’s Municipal Separate Storm Sewer System permit. The project involves coordination among CDOT Regions and Headquarters at different management levels, as well as coordination with other agencies, including the Colorado Department of Health and Environment. The Task Force developed a consensus agreement regarding the new permit.

**Illinois NEPA 404 Merger Process** Mr. Bartsch co-facilitated meetings to develop strategies to improve implementation of the NEPA-404 merger process and related coordination among the agencies (FHWA, IDOT, USEPA, USACE, USFWS) in the Chicago area. These agencies are currently operating under the Statewide Implementation Agreement (SIA), “National Environmental Policy Act and Clean Water Act Section 404, Concurrent NEPA/404 Processes for Transportation Projects in Illinois” (merger process). Mr. Bartsch assisted the group to develop specific strategies to clarify roles and responsibilities and secure a higher rate of concurrence at key milestones including purpose and need.

**Oregon High Speed Passenger Rail – Tier 1 EIS - Leadership Council** Mr. Bartsch is facilitating the Oregon Passenger Rail (OPR) Leadership Council deliberations established by Governor John Kitzhaber, part of the federally designated Pacific Northwest Rail Corridor between Eugene and Portland. The inter-agency Leadership Council guides the OPR study and will make

recommendations to the lead-agency, Federal Railroad Administration, regarding a preferred alignment, station locations and vehicle technology.

**Bureau of Ocean Energy Management - Wind Lease Issuance and Site Assessment for the Atlantic Outer Continental Shelf** Mr. Bartsch was part of a team that facilitated a series of public information meetings to obtain comments on two Bureau of Ocean Energy Management (BOEM) Environmental Assessments for commercial wind lease issuance and site assessment activities for the Atlantic outer continental shelf offshore of Massachusetts and Rhode Island. The meetings involved a wide range of comments from renewable energy advocates, commercial fisherman, stakeholders concerned about right whale habitat and those with economic interests and concerns.

**Jefferson Parkway Negotiations, Colorado** At the request of the Governor's Office and the Executive Director of CDOT, Mr. Bartsch designed and mediated a series of meetings between the parties to the Jefferson Parkway. The purpose of the negotiations was to address future traffic impacts on state highways within the City of Golden, in the context of the Jefferson Parkway. The complex and sensitive negotiations resulted in development of a blueprint to address transportation, community and environmental needs in the future. Specific negotiation terms remain confidential.

**EPA Region 8 Water Supply Team Coordination** Mr. Bartsch co-facilitated meetings among the Environmental Protection Agency (EPA) Region 8's NEPA and Ecosystem Protection Clean Water Act 404 staff to help coordinate more effectively on planning water supply projects, across staff and management levels and between departments.

**DAVID R. KRACMAN**  
**Water Resources Planner**

**SUMMARY OF PROFESSIONAL QUALIFICATIONS...**

- ❑ Experienced in a wide variety of water resources disciplines, from policy to computer modeling.
- ❑ Knowledgeable in finance planning efforts and economic analyses related to water.
- ❑ Familiar with water issues and approaches in key water states, including California, Colorado, Texas, and Nebraska, and with federal water policy through experience in U.S. Senate.

**ACADEMIC PROFILE...**

M.S.E.; The University of Texas at Austin; Civil Engineering; 2002  
A.B.; Harvard University; Earth and Planetary Sciences; 1996

**CERTIFICATION and AFFILIATIONS...**

American Society of Civil Engineers  
Nebraska Water Leadership Academy (Graduate of 2011 Class I)  
The Groundwater Foundation  
Water Education Foundation

**PROFESSIONAL EXPERIENCE...**

***Finance Planning and Economic Analysis-*** Served on 10-person technical team for the California Bay-Delta Authority in developing finance principles and framework for multi-billion dollar water resources planning efforts, involving multiple agencies and organizations. Worked with stakeholders to develop lists of project needs, descriptions of project benefits, and identification of potential beneficiaries. Assisted economists with “Tipping Point” analysis of local economic impacts resulting from irrigation water transfers in the Lower Arkansas River basin, for the Colorado Water Conservation Board. Attended meetings and provided input to Funding Subcommittee of the Nebraska Water Policy Task Force.

***Water Resources Management-*** Developing surface water model using STELLA software to evaluate conjunctive management activities, in coordination with MODFLOW ground water model, to enhance management capabilities and improve water supply reliability in Nebraska’s portion of the Republican River basin. Assisted Central Platte Natural Resources District and Nebraska Department of Natural Resources in analyses of “fully appropriated” methodologies related to water supplies and demands. Conducted analysis of water supply issues related to the Lower Section of the South Platte River Basin. Developed water demand studies for a proposed surface reservoir as part of California’s Integrated Storage Investigations. Prepared water demand analysis for California municipality using both population and land-use methods. Developed water supply strategies for Mojave Water Agency in southern California including water reuse, conservation, groundwater banking, and surface storage.

***Federal and State Water Policy-*** Served as a personal staff member in the United States Senate. Helped develop new legislation related to water resources and provided counsel on issues concerning water project authorization and appropriation, interstate water litigation, flood control, and other issues. Coordinated with state and federal agencies in developing policy for drinking water quality, reservoir operations, federal title transfer, and management of public lands. Provided technical support for the Nebraska Department of Natural Resources and the Nebraska Attorney General’s Office with respect to interstate deliberations related to the Republican River Compact.

***Hydrologic and Hydraulic Modeling, and GIS Applications-*** Experienced with HEC-HMS and HEC-RAS for use with hydrologic and hydraulic analysis of watersheds and water channels. Experienced with ArcView and ArcGIS Geographic Information Systems.



## **SELECTED PUBLICATIONS...**

Kracman, David, Daene McKinney, David Watkins, Jr., and Leon Lasdon, Stochastic Optimization of the Highland Lakes System in Texas, *Journal of Water Resources Planning and Management*, 132(2):62-70, 2006.

Tully, Gwyn-Mohr, Susan Tatayon, Russ Grimes, David Kracman and Greg Young. 2003. "The CALFED Program: Transforming Ideals Into Action", *California Water Law & Policy Reporter*, Vol. 13, No. 11, pp. 319-324, August/September.

Kracman, David. 2002. "Stochastic Optimization of Highland Lakes System in Texas", Masters Thesis, Department of Civil Engineering, University of Texas at Austin.

Kracman, David. 1996. "Changing the Changjiang: Hydrologic and Environmental Aspects of the Three Gorges Dam", AB Thesis, Department of Earth and Planetary Sciences, Harvard University, Cambridge, MA.

## **EMPLOYMENT HISTORY...**

**Water Resources Planner**, The Flatwater Group, Incorporated; Lincoln, Nebraska; 2004-present

Water resources engineer with a broad range of experience in water policy and management, hydrology, agriculture, and environmental science. Assessing current developments in comprehensive integrated resource planning throughout the State, including the establishment of voluntary and mandatory Integrated Management Plans (IMPs). Developing STELLA surface water model for conjunctive management planning efforts in Republican River basin. Providing technical support to the State of Nebraska with Republican River deliberations and interstate water compact accounting and administration. Conducted investigations on water transfers and economic impacts from changing water uses in Nebraska and other western states.

**Resource Planner**, Saracino-Kirby-Snow; Sacramento, CA; 2002-2004

Helped develop water policy principals and provided water planning and management support for the California Department of Water Resources and other local, state and federal agencies within California. Served on a 10-person technical team for the California Bay-Delta Authority in the development of a finance plan and funding options for the multi-billion dollar CALFED Bay-Delta Program. Developed and wrote material on water financing and water planning for the 2005 California Water Plan Update released by the California Department of Water Resources. Analyzed water infrastructure capacity constraints and water supply options for the Mojave Water Agency. Conducted water demand analysis and wrote draft language for environmental compliance documents for proposed off-stream reservoir in northern California as part of the Integrated Storage Investigations.

**Research/Teaching Assistant**, The University of Texas at Austin; Austin, Texas; 1999-2002

Developed stochastic optimization model for reservoir operation with GAMS linear programming. Designed reports for the Lower Colorado River Authority in central Texas on reservoir operation policies. Instructed over seventy-five undergraduate students in technical communication multimedia labs.

**Legislative Correspondent**, United States Senate; Washington, DC; 1997-1998

Advised U.S. Senator on agricultural, foreign relations, environmental, science and energy issues as a member of Senator Chuck Hagel's personal staff. Assisted Foreign Relations Counsel and Legislative Assistants with development of new legislation and policy formulation. Helped draft Senate legislation, later approved by the President, related to the management of public lands near Gavins Point Dam, and provided counsel in the extension of contracts for the Glendo Unit of the Missouri River Basin Project and funding authorization for the Wood River flood control project in Grand Island.

## David Mitchell

### Education

*MS, Agricultural and Natural Resource Economics, University of California, Berkeley, 1989*

*BS, Political Economy of Natural Resources, University of California, Berkeley, 1987*

### Years Experience

Twenty-three years of professional experience

### Distinguishing Qualifications

- Founder and principal of economic consulting firm, M.Cubed
- Director of Research for the California Urban Water Conservation Council since 1992
- Twenty-one years of experience developing integrated water management plans for California's urban water suppliers
- Pioneered methods and analytical models now widely used to evaluate urban water conservation programs throughout California
- Lead economist for cost and finance studies of major environmental restoration initiatives, including the CALFED Bay-Delta Program, Bay Delta Conservation Plan, and Lake Tahoe Environmental Improvement Program
- Extensive experience evaluating policies, programs, and natural phenomena impacting California's agricultural economy

### Relevant Experience

Mr. Mitchell has in-depth knowledge of the water supply, water quality and environmental management challenges confronting resource management agencies in the western United States. His practice areas include benefit-cost analysis, regional economic impact assessment, utility rate setting and financial planning, and natural resource valuation. He is currently the lead economist for the Bay Delta Conservation Plan, an unprecedented aquatic-based HCP for the Sacramento River-San Joaquin River Delta. Mr. Mitchell was also a member of the economics team for the Delta Risk Management Strategy (DRMS), where he developed databases and economic models for agricultural production and water-based recreation in the California Bay-Delta and Delta-dependent areas. The data and models Mr. Mitchell developed for DRMS were subsequently used to support the development of the F-RAM flood damages model developed for DWR. They are also being used for an on-going USGS flood assessment study. Mr. Mitchell is assisting DWR with the development of guidelines for cost-sharing agreements with local reclamation districts in the Delta for state-funded levee improvement

projects. Mr. Mitchell has developed detailed cost estimates for the CALFED Ecosystem Restoration Program and participated in the development of CALFED's 10-year finance plan adopted in 2005. Mr. Mitchell helped the Tahoe Regional Planning Agency with the development of its \$2 billion financing plan for the Lake Tahoe Environmental Improvement Program. He has worked on numerous regional water planning efforts, including EBMUD's 2040 Water Supply Master Plan, Contra Costa Water District's Future Water Supply Study Update, Sonoma County Water Agency's Water Supply, Transmission, and Reliability Project, and Metropolitan Water District's 2000 and 2005 Urban Water Management Plans. Mr. Mitchell has provided written and oral testimony in legal and regulatory proceedings concerned with the valuation and pricing of environmental resources. Water right valuations prepared by Mr. Mitchell have supported damage judgments in legal proceedings and have supported negotiated leases and sales of water.

## **Representative Projects**

*Lead Economist; Delta Levee Special Flood Control Project Near-Term Funding Guidelines; DWR.* Created the Local Agency Benefit Assessment (LABA) methodology used in the Delta Levee Special Flood Control Project Near-Term Funding Guidelines to determine alternative state cost sharing for Delta levee improvement projects designed to meet the PL84-99 (Delta Specific) standard.

*Lead Economist; Bay Delta Conservation Program; Resources Agency.* The BDCP is a planning and environmental permitting process to restore habitat for Delta fisheries in a way that reliably delivers water supplies to 25 million Californians. The BDCP is being developed under the Federal Endangered Species Act (ESA) and the California Natural Community Conservation Planning Act (NCCPA). Mr. Mitchell is leading the team of economists responsible for estimating programmatic costs, including land acquisition, construction, operation, administration, and research, and to estimate total programmatic costs of the program. As part of this effort, Mr. Mitchell has developed cost models for 30 distinct conservation measures included in the plan.

*Agricultural and Natural Resource Economist; Delta Risk Management Strategy; DWR.* Assembled public infrastructure, water supply, agricultural production, and recreation databases for the Delta and dependent regions. Used these data in conjunction with economic models to evaluate the economic impacts to agriculture and recreation for alternative scenarios of Delta levee failure and disruption of exports of water from the Delta.



**Ryan Margaret Golten, JD, Program Manager**, has over 15 years of experience working as a facilitator, mediator and lawyer on complex, multi-party social and resource-related issues. Ms. Golten holds a B.A. with high honors from the University of Michigan and a J.D. *magna cum laude* from the University of New Mexico School of Law. Prior to joining CDR she practiced land and water law in New Mexico for several years, where she worked closely with rural communities and other stakeholders on innovative ways to address agricultural and statewide water challenges. Ms. Golten is skilled in facilitating meaningful dialogue, strategically addressing systemic and policy issues, and helping parties solve problems and codify and implement agreements.

**Education:** University of Michigan, B.A. *with High Honors*, History, 1994; University of New Mexico School of Law, J.D., *magna cum laude*, 2004

#### **Affiliations**

- Professional Mediation Certificate, CDR Associates
- Member, New Mexico Bar Association

#### **Selection of Project Experience**

**Colorado Open Lands** Ms. Golten consulted on a multi-party project to protect water rights in southern Colorado through building capacity, providing training, and strengthening governance of *acequias*, or traditional unincorporated ditch companies, within an evolving state legal context and increasing demand for water rights. Ms. Golten consulted with Colorado Open Lands and its project partners, CU Law School and the Getches-Wilkinson Center for Natural Resources, Energy, and the Environment, in the area of stakeholder engagement and helping to understand the cultural and legal context for Colorado *acequias*.

**Grievance System and Training Design** As part of the CDR team, Ms. Golten analyzes and designs grievance systems and problem-solving initiatives related to international development projects. In addition to helping corporations design and implement grievance mechanisms and conflict resolution strategies, the team's tasks include analyzing and making recommendations regarding environmental and social grievances; designing and helping to implement pilot projects in light of domestic and international legal obligations; and designing capacity-building training for program staff regarding the environmental and social impacts of international development projects.

**New Mexico Acequia Association** Ms. Golten helped develop and implement the legal strategy for protecting rural water rights and strengthening local decision-making, including drafting legislation, extensive training, and facilitation and legal support of rural ditch companies. Ms. Golten and the team collaborated with legislators, legal advocacy organizations, ranchers and farmers,

environmentalists, the office of the state engineer, and grassroots organizations to analyze, design and implement strategies to mitigate market influences on water allocation with increased local decision-making concerning agricultural water rights. Outcomes included legislation regarding transfers and water banking; training and governance assistance for hundreds of ditch companies; increased participation of rural stakeholders in state policy and rule-making; and favorable results in several test cases regarding new legislation.

**New Mexico Land Grant *Consejo*** Ms. Golten helped facilitate discussions among land grant heirs, legislators, environmentalists, ranchers and farmers, academics, state officials and other stakeholders to find common approaches to state and federal land-reform efforts. Ms. Golten provided legal analysis regarding land use, stewardship, zoning, land recovery and land swaps, easements, and other issues related to historic land grant lands. With David Benavides, she published *Righting the Record: A Response to the GAO's 2004 Report 'Treaty of Guadalupe Hidalgo: Findings and Possible Options Regarding Longstanding Community Land Grant Claims in New Mexico*, 48 Nat. Resources J. 857 (2008).

**Center for Restorative Programs, San Luis Valley, Colorado** Ms. Golten created and oversaw program offering conflict resolution training, consultation and intervention to students, staff, parents, and school boards in schools throughout the San Luis Valley in Southern Colorado. In addition, she trained community mediators to provide victim-offender mediation services.

**San Luis Valley Ecosystem Council** Ms. Golten facilitated meetings and retreats for Board and staff; provided extensive organizational management assistance; facilitated discussions with local partners, stakeholders, and other regional conservation organizations. She worked to develop collaborative relationships with historically oppositional interest groups in the context of local land and water protection.

**Rural Outreach Project, Community Resource Center** Ms. Golten designed and facilitated community processes within statewide efforts in Colorado to involve rural stakeholders in public benefits decision-making. Efforts resulted in creation of a local advocacy group that regularly consulted with local and state agencies and governmental bodies, organized and conducted regular stakeholder trainings, and coordinated with statewide legislative efforts to improve the structure and delivery of public benefits in Colorado.

## LORRIE B. BENSON

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### PERTINENT SKILLS and EXPERIENCES

- Experienced facilitator using an interest-based approach to help groups make decisions, solve problems, create strategic plans, share information.
- Excellent soft skills needed to build relationships and trust, including active listening.
- Excellent oral and written communication skills.
- Expertise in Nebraska water law and current issues, as well as the state's water institutions.
- Network that includes many in Nebraska's broad water community.
- Working knowledge of public finance.
- Member of the Nebraska Water Policy Task Force.
- Affiliated with The Mediation Center, Lincoln, NE since 1995. Also provide facilitation services for the University of Nebraska Water Center and as a consultant.

### WORK EXPERIENCE

Principal, Benson and Affiliates (4/2013 – present).

Offering facilitation and mediation services to organizations and individuals, as well as conflict resolution training and role plays for organizations.

Assistant Director (formerly Senior Program Manager), Nebraska Water Center, University of Nebraska (3/2006-present).

Serve as facilitator or presenter for events, liaison to external partners, and lead organizer for most Water Center events including faculty research retreats, two large conferences each year.

Senior Policy Advisor, The Groundwater Foundation, Lincoln, NE (7/2000-2/2006).

Developed and executed special projects including public policy positions, educational materials and training, reorganizing and energizing board, grantwriting, publication of online newsletter.

Executive Director, Community Action of Nebraska, Lincoln, NE (10/1991-10/1998).

Served as government liaison, planned and coordinated training conferences, board meetings, and other activities among nine agencies statewide. Obtained and administered grant funding.

Partner, Belson Law Firm, Holstein, IA (8/1983-5/1991).

Practiced law in a broad range of areas, including advising city governments.

Ida County Attorney, Ida County, IA (1/1987-2/1990).

Prosecuted criminal cases and served as counsel to other county officers. Part-time position.

News editor, Ida County Courier, Ida Grove, IA.

### EDUCATION

Creighton University Law School, J.D.

Iowa State University, B.S.

Briar Cliff University—eight credit hours of accounting.

**Eric C. Thompson**  
**Associate Professor of Economics and Director, Bureau of Business Research**  
**University of Nebraska-Lincoln**

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**EDUCATION**

Ph.D. (Spring 1992): University of Wisconsin-Madison (Agricultural Economics)  
M.A. (Spring 1990): University of Wisconsin-Madison (Agricultural Economics)  
B.A. (Summer 1986): University of Chicago (Public Policy)

**COLLEGE AND UNIVERSITY POSITIONS**

August, 2004 – Present:	Director, Bureau of Business Research and Associate Professor of Economics, University of Nebraska-Lincoln
August, 2002 – July, 2004	Acting Director/Director, Center for Business & Economic Research (CBER), University of Kentucky
July, 1996 – June, 2002	Associate Director, CBER, University of Kentucky
July, 2001 – July, 2004	Research Associate Professor, Department of Economics, U of Ky
July, 1995 – June, 2001	Research Assistant Professor, Department of Economics, U of Ky
October, 1991 – June, 1995	Research Assistant Professor, Center for Economic Research, West Virginia University

**RESEARCH ACTIVITIES**

**PUBLICATIONS RELATED TO WATER POLICY**

“The Economic Impact of Reduced Irrigation in the Republican River Basin,” UNL Bureau of Business Research Report prepared for the Lower, Middle and Upper Republican and Tri-Basin Natural Resources Districts, June 2007.

“The Economic Impact of the South Platte NRD’s Integrated Management Plan and Districtwide Ground Water Management Area Rules and Regulations,” UNL Bureau of Business Research Report prepared for the South Platte Natural Resources District, October 2010.

“An Economic Analysis of Water Balance,” UNL Bureau of Business Research Report prepared for the Dawson Public Power District, January 2012.

“The 2010 Economic Impact of the Nebraska Agricultural Production Complex,” UNL Dept. of Agricultural Economics Report No. 192 (with B. Johnson and A. Giri), June 2012.

### **SELECTED PUBLISHED ARTICLES IN REFEREED JOURNALS, 2006-2013**

“Local Input and Productivity Growth in U.S. Manufacturing 1972-2002,” (with G. Hammond). Accepted and forthcoming in *Journal of Regional Science*.

“Property Values on the Plains: The Impact of Historic Preservation,” (with D. Rosenbaum and B. Schmitz). *Annals of Regional Science*. (March 2010 on-line publication; forthcoming in print).

“Divergence and Mobility in College Attainment across U.S. Labor Market Areas: 1970-2000,” (with G. Hammond). *International Regional Science Review*. 33(4): 397-420.

“Determinants of State Labor Productivity: The Role of Density,” (with C. Decker and M. Wohar). *Journal of Regional Analysis and Policy*. 39(1) (2009): 1-10.

“Determinants of Income Growth in Metropolitan and Non-Metropolitan Labor Markets,” (with G. Hammond). *American Journal of Agricultural Economics*, 90(3) (2008): 783-793.

“Convergence and Mobility: Personal Income Trends in U.S. Metropolitan and Non-metropolitan Regions,” (with G. Hammond). *International Regional Science Review*, 29 (2006): 35-63.

### **TEACHING ACTIVITIES 2006-2013**

Courses Taught: Introductory Microeconomics, Introductory Macroeconomics, Applied Research Methods, Urban Economics, Regional Growth

### **SELECTED SERVICE ACTIVITIES**

#### **JOURNAL EDITOR**

Co-Editor, *Growth and Change: A Journal of Urban and Regional Policy*, 2003 – 2004

### **PROFESSIONAL LEADERSHIP POSITIONS**

President, Association for University Business and Economic Research, Oct. 2008 – Oct. 2009

President-Elect, Association for University Business and Economic Research, Oct. 2012 – Oct. 2013.



**Jeffrey Range, M.S., Program Associate, CDR Associates** is a dispute resolution practitioner, working on land use, energy, and transportation projects. He is experienced working with international organizations, government agencies, private sector companies and NGOs. He has designed and implemented high-level, domestic and global training programs and conferences focusing on areas including ADR/mediation; rule of law; and intra-city cultural, religious and ethnic conflict. Mr. Range has designed, implemented, and managed monitoring and evaluation plans to measure the efficacy, efficiency, and impact of international projects. He has worked in rural, post-conflict areas as a human rights accompanier, and in urban, informal communities working as a researcher on issues of poverty, stability and security. Selected examples of his work are described below.

**Education:** University of Minnesota Twin Cities, B.I.S., Global Studies, Anthropology, Journalism; Minor in Spanish, 2005; University of Massachusetts Boston, M.S.P.A. Public Affairs in International Relations, 2009

**Affiliations:**

- Member, Association of Conflict Resolution
- Member, Mediators Beyond Borders International; Co-Director, Ecuador Project
- Volunteer mediator for Jefferson County Mediation Services
- Volunteer mediator for Longmont Mediation Program

**Representative Experience**

**Boulder County Unincorporated Subdivision Paving Special Improvement District** The Boulder County Board of County Commissioners (BOCC) have committed to establishing a special improvement district to create a funding mechanism for the rehabilitation of unincorporated subdivision county roads. The special improvement district will either be established as a Public Improvement District (PID) or a Local Improvement District (LID). The PID would be created by voters and would set up the funding source in perpetuity, while the LID would be implemented by the BOCC and would fund the rehabilitation one time. Mr. Range is the point of contact for public input, responding to questions and comments, as well as collecting, organizing, and reporting on the input received by the Paving Project Team.

**CDOT Sustainability in Design and Roadway Construction Task Force** Mr. Range managed input and documentation of a CDOT project on sustainability. CDOT convened an internal task force to identify sustainable activities for transportation design relating to construction activities. Mr. Range analyzed data from a Task Force survey, presenting input in qualitative and quantitative analyses. He was also charged with documenting Task Force meeting input and developing summaries and reports to be used to establish Task Force recommendations and next steps.

**Colorado State Highway 7 Planning and Environmental Linkage Study** The Colorado Department of Transportation is conducting Planning and Environmental Linkage Study to identify ways to reduce congestion, improve operations, and enhance the safety of a state highway corridor. Mr. Range is part of the Project Management Team and is serving support to the project's Technical Working Group. The Technical Working Group will be making recommendations on ways to address the project's Purpose and Need in order to improve the corridor for current travel and communities, as well as for projected population and travel demands.

**Colorado Division of Parks and Wildlife (CPW) Focus Groups on Partnerships** Mr. Range co-facilitated a series of focus groups to gather and analyze input on how to (1) develop an effective CPW education program and (2) build and maintain external partnership relationships. Mr. Range assisted in the development of outreach materials to build the focus groups, as well as the range of focus group questions. He compiled input from several interviews, refining the responses into themes, and producing a report and presentation to CPW on the critical themes and issues.

**Alberta Municipal Dispute Resolution Services (MDRS)** MDRS is an innovative program that provides mediation services and skills training to municipalities to strengthen their ability to improve how they deal with internal and external conflict. With a CDR colleague, Mr. Range designed and conducted a seminar on "Developing Cooperation and Trust in Highly Polarized Climates." Participants in this two day program were largely elected officials from both rural and urban centers, many in heated disputes involving cultural differences between and among one another.

**Bureau of Ocean Energy Management, Department of the Interior (BOEM)** Mr. Range served as support to a series of public information and scoping meetings on potential wind energy projects along the East Coast. The activities supported environmental assessment requirements. Mr. Range performed research, data analysis, logistical preparations, communication and documentation.

**Strengthening the Rule of Law in the People's Republic of China** Mr. Range executed a USAID-funded, multi-year project focused on strengthening the rule of law in the PRC, through several areas including ADR/Mediation for the CPDD. Mr. Range performed two responsibilities in the project – monitoring and evaluation and program coordination. Following a USAID directive to identify and demonstrate project impact, he designed a Monitoring and Evaluation (M&E) Plan. The plan systematized communication and data collection between U.S. federal agencies, U.S. universities, public interest organizations, and Chinese universities and agencies. Mr. Range directed the plan's activities, utilizing both quantitative and qualitative measurements. Mr. Range was also project coordinator for the rule of law project for three years. The project held numerous programs in the U.S. and in China, connecting U.S. legal experts with their Chinese counterparts. Range coordinated communication across multiple agencies and sectors, designed programs and agendas, and led activity documentation and analysis.