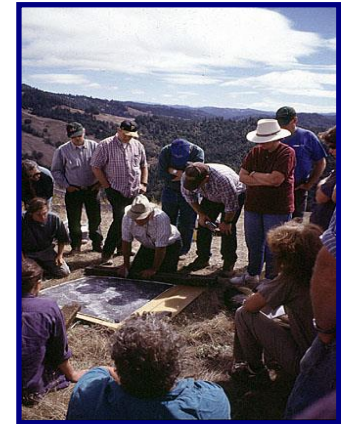
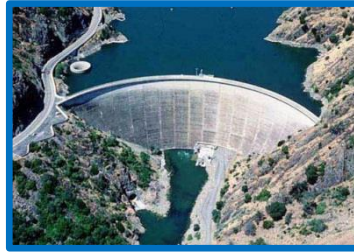


Westside IRWMP Administrative Assistance Services



*A Proposal for Assistance in Administering the Westside Integrated
Regional Water Management Plan
Submitted by:*



Five E's Unlimited
2105 Main Street
Napa, CA 94559

Contact Person: R. Warren Flint, Ph.D.

Funding Requested: \$ 52,292

Tel: (707) 251-1609

E-mail: rwflint@eeeeee.net

Website: <http://www.eeeee.net>

Start Date: November 1, 2013

"We cannot solve our problems with the same thinking we used when we created them."

Albert Einstein

Who I Am



R. Warren Flint, Ph.D., Principal of *Five E's Unlimited* (<http://www.eeeee.net>), a sole proprietorship in Napa, CA, is proposing to provide Administrative Assistance for the **Westside Integrated Regional Water Management Plan (Westside IRWMP)**, with emphasis on the needs of the Regional Water Management Group (RWMG) Regional Coordinating Committee (CC). I am available immediately to carry-out the tasks briefly described below in meeting the needs of the CC and all its partners to design, facilitate and document appropriate events that enable conversations and other collaborative activities to proceed in a civil and productive way toward meeting the goals of this Project. I am also able and willing to make this Project a priority commitment between the time of its award and at least the end of October 2014. I am easily able to travel to the Westside Sacramento River region to conduct activities related to the Project.

I offer a unique set of experiences relative to the needs of the Westside IRWMP Regional CC in this Project. I bring both my science and skill in group facilitation, adaptive watershed management, data analysis and management, and conflict resolution to the Project. I ground my facilitation expertise in 32 years of content knowledge as an environmental scientist and sustainability specialist, which includes 25 years in university positions, most in watershed resources research/management. Through my career I have also founded and directed two non-profit organizations, The Eastern Shore Institute (1994-98) and the Shaw Main Streets Program (2003-04).

Warren Flint brings a combined 32 years of experience as a facilitator, conflict mediator, environmental practitioner, watershed scientist, and sustainability specialist to this Project.

As a trained (Institute for Cultural Affairs) senior-level facilitator I am experienced in many group dialogue methodologies. I am also a senior-level certified mediator in environmental conflict resolution (ECR), which includes serving as a roster member over the past 10 years for the U.S. Institute for Environmental Conflict Resolution (USIECR), and have worked as an effective stakeholder interviewer. I have conducted more than 1,000 hours of facilitation and ECR practice over the last 5 years in collaborative (among ecologic, economic development, and social justice interests), fact-finding programs, providing visionary inspiration and pragmatic, science-based understanding (e.g., within CA Environmental Protection Act [CEPA] ecosystem approach protocol and U.S. Clean Water Act [CWA] guidelines) for any organization or community with whom I have work. In my diverse practice I convey knowledge and skills in complex watershed management and restoration that include the application of understanding for endangered species issues and national historic preservation concerns. I am experienced in (a) developing stakeholder consensus on comprehensive conservation and management planning and (b) facilitating third-party neutral ECR processes (e.g., alternative dispute resolution – ADR) on water and land-use resource protection, sustainable agriculture, rural land-use, sustainable economic development, and how agricultural-dependent, rural communities manage change.

My successful facilitation and ECR mediation practices have resulted in effective, forward-looking, stakeholder-valued programs for sustaining natural resources, maintaining economically significant agricultural initiatives, promoting alternative forms of sustainable rural economic development, and protecting watersheds.

Presently I serve on the Napa County Watershed Information Center & Conservancy (WICC) advising the County Legislature on issues related to the Napa River Watershed. For example, recently I worked on an Ad hoc WICC Committee reviewing and updating the Watershed Assessment Framework (WAF) for the Napa River in order to present a more user-friendly document of Napa River goals, objectives, and indicators for public awareness and engagement. Through this work I have become familiar with the watersheds that are the focus of this proposed Project adjacent to the Napa River Basin. In addition, over the last several years I have been following the development of the Draft Bay Area IRWM Plan (<http://bairwmp.org/docs/2013-bairwm-plan->

[update/final/drafts](#)) and have commented on certain issues within the Plan during opportunities to do so.

From 2003 to the present, I have served on the Sustainable Water Resources Roundtable (SWRR) of the Advisory Committee on Water Information (ACWI - <http://water.usgs.gov/wicp/acwi>) in the US Geological Survey. The mission of SWRR is to research, carry-out public outreach, and conduct fact-finding inquiries to develop a national set of sustainable water resource indicators. I advise the Roundtable on issues related to natural resource sustainability and the dynamics of freshwater ecosystems, and work with other experts on the development of policy that will promote the sustainability of water as a natural resource throughout the US. Policy formulation includes methods to measure long-term capacity and impacts on water resources from human activities. I published a peer-reviewed journal article in 2004 that illustrates my scientific support of the SWRR ("*The Sustainable Development of Water Resources*" - http://www.eeeee.net/sd_water_resources.pdf). The Roundtable provides a forum for examining the many interrelationships of water resource management and the future benefits for the nation in using the framework of indicators for assessing the sustainability of national waters, under NEPA guidelines. Another of my recent publications related to serving SWRR is "*Water resource sustainable management: Thinking like a watershed*" (2006, *Annals of Arid Zone* 45 #3 & 4 - http://www.eeeee.net/thinking_like_a_watershed.pdf).

Besides my extensive facilitation and conflict resolution background and my diverse experiences in environmental science and watershed research, added value that I also bring to this Project includes:

- a) abilities to prompt continuous thinking among stakeholder participants regarding diverse and alternative watershed approaches;
- b) guidance in adaptive, learning-based management planning and applications;
- c) scientific support and assistance for groups beginning to discuss the use of sustainability indicators to measure future project implementation progress; and
- d) assistance toward the use of group organizing principles in Committee work, introducing such processes as the Balanced Scorecard approach.



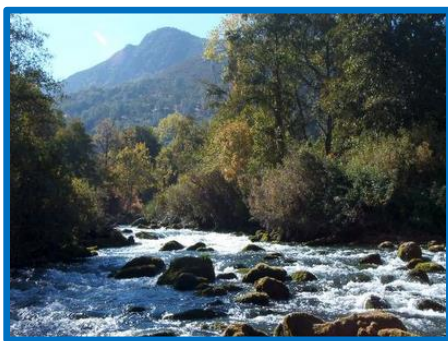
I am confident that my many years of experience in successful facilitation and ECR mediation projects as further detailed later in the proposal will result in an effective, forward-looking, stakeholder-valued program for the **Westside IRWMP** activity over the duration of this Project because I will:

- become deeply familiar with and credible to all participants and leaders;
- clearly define and articulate the purpose and goals of the communication program;
- optimize the program's benefits for both stakeholders and government, while minimizing costs;
- create a two-way flow of information and views, for both data collection and dissemination;
- take into account the views of all, not just those with the loudest voices;
- develop a framework for dialogue which allows the participants to develop non-confrontational relationships with one another, with the goal of providing clear decision processes and building crucial long-term cooperative relationships;
- undertake negotiation and conflict-resolution as needed among all participants;
- use divergent and convergent thinking at the appropriate stages in dialogue; and
- demonstrate to participants how their contributions have influenced the final outcome of the facilitated process.

Understanding the Project

Water resources management, including the quality and quantity of freshwater, is one of the most important challenges the world faces. It is difficult to think of an element more essential to the health of human communities or their economy than water. In meeting their demand for water, societies extract vast quantities from rivers, lakes, wetlands, and underground aquifers to supply the requirements of cities, farms, and industries.

The way human communities grow – land development patterns – can exacerbate problems with both water quality and quantity. It is therefore, critical that efforts intended to be sustainable fully consider the health of aquatic systems and that the environmental value of watersheds be recognized when making economic and social decisions on water resource protection. On a regional basis, the kind of stakeholder support and action required to meet this goal can only be accomplished through a communication network that offers opportunities for the sharing of experiences, training in new and emerging professional skills, and the coordinating of successful approaches to water quality protection.



Water is indeed vital to the California economy, but not always in the ways one might think. It is a scarce resource, subject to numerous and competing demands – including increasing demands for environmental uses. And the State essentially stopped expanding its vast surface storage network several decades ago. Yet the economy has weathered periodic droughts, and enough water has been available to support a growing population and economy, thanks to management innovations including water use efficiency, water markets, underground storage (or “banking”), and reuse of highly treated wastewater. Another reason for resilience: California’s economy has become less reliant on water-intensive activities. For instance, agriculture and related manufacturing account for nearly four-fifths of all business and residential water use – but make up just 2 percent of State GDP and 4 percent of all jobs.

But California’s current water system raises several red flags. Catastrophic interruptions of water supplies from earthquakes and floods could cause large short-term losses; unreliable supplies could also jeopardize business and infrastructure investments that support economic growth. Catastrophic flood risk and severely over-drafted groundwater basins are major concerns in some regions. California is also susceptible to increasing costs associated with climate change, which is expected to raise environmental demands on the water system, reduce “free” seasonal water storage in the mountain snowpack, and increase the size and frequency of coastal floods. Smarter management and investment can make California’s economy more resilient in the face of these threats.

A major approach to successful water resource management is the Integrated Regional Water Management strategy promoted for the entire San Francisco Bay area. For example, the “*Westside Integrated Regional Water Management Plan*” (Westside IRWMP) for 3,000 square miles of central California area from the Coastal mountain range in the west to the Sacramento River and San Joaquin River delta on the south and east, defines a clear vision for the management of water resources in the Westside Sacramento Region (Region) and highlights important actions needed to help accomplish that vision through the year 2035. This Westside IRWMP, which includes the Cache Creek and Putah Creek watersheds as well as the Valley Floor bounded by the Sacramento River, complies with the Integrated Regional Water Management Guidelines for Proposition 84 and 1E published by the California Department of Water Resources (DWR) in November 2012.

The integrated nature of this IRWMP provides an opportunity for more than 70 water supply, land use management, flood management, and ecosystem-focused organizations operating within the Region to accomplish more than they could accomplish individually. The IRWMP establishes a clear path forward both to

increase the collective understanding of integrated water management throughout the Region, as well as to respond collaboratively to the challenges of managing water and associated natural resources. The integrated context of the plan provides a framework to improve understanding and take high-priority actions to address the major water-related challenges and opportunities facing the Region through 2035. And this particular framework is extremely important in its context because the vast majority of the land within the Region remains undeveloped. The communities throughout the Region value preservation of these open spaces and agricultural lands. In addition, many residents both inside and outside the Region demonstrate interest in restoring elements of the Region's historical environmental function.

The Contractor will work with the Regional CC and others to effectively describe the relationships and interactions between regional planning efforts fostered by the Regional Water Management Group and local water planning and land use planning entities. The Contractor recognizes that fulfilling the vision for integrated water management presented in this Plan will require more public awareness and broader participation of residents within the Region. For example, an improved public awareness for the interconnections between the watersheds and groundwater basins of the Region will lead to a more systemic understanding of the many issues within the Region and prompt managers as well as citizens to take a system-wide approach to planning and action.

My experience with these kinds of projects demonstrates that an ecosystem or place-based approach to environmental protection and strategic planning, through the CA Environmental Policy Act (CEPA), can provide a framework for evaluating the environmental *status quo* and the combined cumulative impacts of seemingly individual projects.

Applying CEPA strategically with a consciousness of and sensitivity to interdependencies among environmental, social, and economic variables can enhance the attainment of environmental quality objectives and sustainable development goals on a broader, more cost-effective and realistic scale than traditional practices.

The CEPA framework guides a “systematic, interdisciplinary approach which will insure the integrated use of the natural and social sciences and the environmental design arts in planning and decision-making regarding impact on the watershed environment.” I am able to effectively assess and guide discussion on issues meeting most laws and regulations like CEPA, as well as relevant land-use planning policies, as they might relate to facilitation and mediation in this Project.



Contractor Work Plan

The Westside IRWMP documents a shared vision for integrated water management and outlines a cooperative approach to achieve that vision. It provides regional water resources benefits largely by fostering improved coordination, collaboration, and communication among entities in the Region. This collaborative approach to regional planning helps ensure that multiple aspects of watershed planning are considered together rather than allowing one particular geographic area or project type to dominate. It helps share benefits and impacts instead of allowing one group or geographic area to reap benefits while another withstands impacts. Also, regional planning helps ensure that projects designed to achieve one particular objective (*e.g.*, water supply) will be supportive of (or at least compatible with) other objectives (*e.g.*, flood management, water quality, or habitat preservation).

The two major goals the Contractor will achieve during administrative assistance to the Westside IRWMP Regional CC emphasize the sustainable implementation of the Plan. (a) The Contractor will enable coordination, collaboration, and communication among entities responsible for water-related issues and interested stakeholders to achieve greater efficiencies, provide for integration of projects, enhance public

services, and build public support for vital ventures. (b) We will facilitate regional cooperation in providing water supply reliability, water recycling, water conservation, water-quality improvement, stormwater capture and management, flood management, wetlands enhancement and creation, and environmental and habitat protection and improvements, as well as other actions called for in the Plan.

Our administrative assistance to the Regional CC through meeting facilitation and support, public outreach, data management, reporting of funding information, and other aid in helping to fully integrate stakeholder involvement in the IRWMP will serve to achieve the following objectives:

- Improve education and awareness throughout the Region about water, watershed functions, and ecosystems while promoting the need for sustainable resource management to protect community health and well-being.
- Improve the collective understanding of watershed characteristics and functions (natural and human-induced) within the Region as needed to respond effectively to evolving water resources management challenges and opportunities (e.g., changing land-use and climate change).
- Fully engage and communicate with all Westside IRWMP stakeholders on issues of importance to the program.
- Promote reasonable use of water and watershed resources.
- Support improved Regional water management by influencing governance throughout the Region to employ science and collaboration to make fair and equitable decisions and investments.
- Support sustainable economic activities consistent with local and state government planning efforts within the Region and recognize the importance of those economic activities in promoting healthy environments and societal well-being (sustainability).

As a proposed Facilitator for the initial work of the recently approved Westside IRWMP, I will provide leadership to the Regional CC for fostering cooperation, continuing coordination, tracking Plan implementation, and assisting with Plan updates if they occur. I will directly assist the setting of meeting agendas, the methods for interacting effectively with stakeholders, and the fostering of collaborative decisions. As a potential Contractor, I will especially pay attention to what I view as one of the most important aspects of the IRWMP implementation for the Region – carrying out processes to ensure the public and interested stakeholders continue to be involved. This will be accomplished through the facilitation of multiple avenues of communication and engagement between the CC and stakeholders in order to obtain a critical mass of input and make sound decisions regarding Regional activities related to the IRWMP.

As the contracted Facilitator for the Westside IRWMP I would perform the following duties and dedicate a minimum of the indicated time to each task area.

1. At the awarding of a contract, convene a Project Design Meeting with the Regional CC members and any other appropriate persons (using teleconferencing if necessary) to discuss the project Scope of Work, talk about specific facilitation tools, finalize project design, and guarantee everyone concurs with the appropriate direction for proceeding (6 person-hours).
2. Review all previous CC meeting notes and supporting IRWMP documents to ensure full understanding of the Project intentions: identify the different past project decision points reached by the Regional CC; and annotate these decisions with regards to Program Objective, key supporting data, CC member and/or stakeholder involvement, and date of action (10 person-hours).
3. Draft an IRWMP Objectives & Projects tracking sheet (decision log) that is integrated, indexed, and sorted in descending order from the present; provide the log for CC review and correction/editing by the Facilitator (12 person-hours).
4. Facilitate at a minimum, four (4) quarterly meetings of the Regional CC and stakeholders: plan each agenda in accordance with accomplishing the CC's goals, in collaboration with identified CC members, support staff, and where needed input from stakeholders; design each meeting agenda and process with regards to (a) topic time allocation, (b) application of facilitation methods proposed, (c) stated meeting goals; and (d)

- supporting materials (agenda package); direct and support each meeting's conduct; mediate conflicts among participants; and guarantee an accurate record of the meeting's proceedings (45 person-hours plus assistant facilitators @ 90 person-hours).
5. The Facilitator will transcribe minutes and distribute summaries of all meetings for comment and any editing (16 person-hours).
 6. Occasionally the Facilitator will seek individual, anonymous input from the diversity of stakeholders represented by the Regional CC to insure the collaborative process is transparent, all-inclusive of the different interests represented, and participant expectations and needs from the process are being met. This task would be accomplished through telephone conversations with randomly identified stakeholders and Internet input stimulated by intermittent e-mailings or newsletter distribution (8 person-hours).
 7. An important aspect of this Administrative Assistance Project will be public outreach to all interested as well as potential stakeholders in the IRWMP process. The Facilitator is very experienced in maintaining e-mail lists for project participants and will do so in this proposed work. The Facilitator also possesses bulk e-mailing software to provide blast notification of program events and needs. These will be performed as needed for full stakeholder communication during the Project (10 person-hours).
 8. We have often provided on-line newsletters, designed, written, and distributed by the Facilitator of this proposed Project and would be most able to do so in the Westside IRWMP program. For example, I published and distributed three on-line newsletters over the past 15 years. The most successful and long-running of these was the bi-monthly "Sustainability Review" that reached more than 3,200 subscribers in more than 90 countries. Beyond e-mail and list serve abilities, I have also designed and published five websites over the last 12 years. I am knowledgeable of many different effective design patterns, am familiar with HTML language, and am adept in the use of Microsoft Office and Macromedia Dreamweaver web design and publishing software. (24 person-hours).
 9. The Contractor will employ the IRWMP Objectives & Projects tracking sheet (decision log) initially described in Task (3) above to continuously assist the CC in keeping track of on-going or new Projects and how they relate to each other as well as the overall IRWMP Objectives. Data in this decision log will include identified links among multi-benefit projects, measuring of project progress, and illustrations of objectives achievement. This spread sheet will be digital and will allow for continuous update (32 person-hours).
 10. The Facilitator will track and report on all IRWMP income funding as well as all funding designated for project conduct under the IRWMP program at the quarterly CC/stakeholder meetings (24 person-hours).
 11. The Contractor will be prepared to provide additional assistance to the Regional CC as needs occur because of his multi-discipline background in facilitation and the adaptive management of watershed resources (30 person-hours).

The Contractor will assure that the Westside IRWM Regional CC meetings follow the Brown Act provisions. If for some reason broad agreement cannot be reached between the Coordinating Committee and any Stakeholder Group related to specific items within a reasonable amount of time and effort, the CC will discuss the item(s) where broad agreement cannot be reached and then decide by majority vote how to proceed. The following provide more detail on the project work plan items briefly described above.

Project Design Meeting: As a regular step in my working with a client, the first thing I do is engage in an overall Project "Design Meeting" to ensure everyone is on the same page. I expect to work closely with all Regional CC members in framing an operationally successful facilitation effort wherein progress is standardized, measurable, and agreed to by all involved for the importance of high quality discussion about the multi-faceted issues the CC is challenged with. The Facilitator will fully participate in this organizational meeting planned for the Westside Sacramento area, with CC members, other potential staff, and possibly key stakeholders. The intent of this meeting is to develop the detailed design product to cover the needs for at least the next year of Westside IRWMP activity. Prior to this Design Meeting, the Facilitator will conduct diagnostic interviews with many members on the Regional CC and key stakeholders to introduce himself and to obtain background information on the program's vision, goals, process, individual concerns/frustrations, key

consultation challenges, hopes for restoration outcomes, and other personal points of view. During the meeting the Facilitator would engage all decision-makers related to the Project in a discussion of anticipated goals for the facilitated process and how everyone can agree to achieve these outcomes with regards to the use of tools, processes, and meeting design. This would include discussions on what we call “meeting boundaries” for the Regional CC, tasks needing to be accomplished by each of the upcoming meetings, expected outcomes, and how the results of these meetings will contribute to the bigger Project goals (to develop and/or reinforce “big picture” of process). Design Meeting discussions will cover:

- development of the meeting agenda,
- protocols for the meetings (*i.e.*, rules, guidelines),
- suggestion of group dynamic processes to facilitate meeting activities
- anticipated outcomes (where do you want to be after each meeting?), and
- other identified needs.

The Contractor is highly skilled at exploring (before hand) with a client their intentions and anticipated outcome from the conduct of specific meetings and workshops that usually involve multi-stakeholder and diverse cultural groups. *Five E's Unlimited* is responsive to the specific needs of the client in convening a particular assembly of people and extremely adaptable in examining the many alternatives that might exist to provide the most desired outcomes the client expresses for the gathering. The Facilitator has experienced many different meeting settings and needs and from skill promotes the following meeting model for the CC meeting framework: (1) to present information to the IRWMP stakeholders that stimulates ideas regarding their participation in the meeting; (2) with regards to the topics of the meeting, facilitate a group dialogue method engaging all the stakeholders (employing the Technology of Participation [TOP] process) to develop their collective wisdom and clustering of ideas around their key concerns that continuously raise conflict, and (3) to then illustrate the relationship between these key stakeholder issues and the “big picture” representation of all the regulations requiring consideration in further deliberations and implementation planning. Practice of TOP methods includes the brainstorming of group ideas, clustering of common themes, and naming of key issues that are defined by this clustering. We believe this to be one of the most effective and efficient means that exists for quickly obtaining large amounts of meeting participant information and condensing this information down to manageable components and easily articulated ideas.

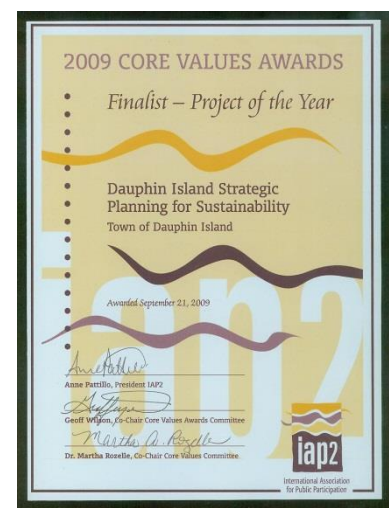
Plan, Coordinate, Facilitate, Document, and Follow-Up on CC Meetings: From the Design Meeting outcome the Facilitator will scope out the design and process for at least 4 quarterly meetings of the Regional CC over the 2013-14 period that are each intended to last a day and will cover both process and substantive subjects. The Facilitator is committed to as much travel as required to provide the needs of each meeting, including on-site preparation time before the CC meetings actually start and de-brief time after the meetings are concluded. In summary, the Contractor’s expertise in establishing effective communication within and among diverse groups, with regards to:

- clarifying meeting goals,
- planning how to achieve them, and
- conducting meetings effectively and efficiently,

will be a valuable asset to the Westside IRWMP Regional CC throughout this facilitation process.

Facilitation approach:

Five E's Unlimited possesses many years of experience in facilitating meetings of workgroups, committees, workshops, conference breakout groups, and multi-dimensional stakeholder assemblages focused upon natural resource issues, and in particular watershed concerns. Our success is partially illustrated by the recent selection of Warren Flint’s Dauphin Island Strategic Planning for Sustainability Project (http://www.eeeee.net/dauphin_island/dauphinisland.htm)



as a finalist in the International Association of Public Participation's (IAP2 – <http://www.iap2.org>) 2009 Project of the Year Award (http://www.iap2.org/associations/4748/files/CoreValues_2009StateofthePractice.pdf).

In group facilitation (e.g., meetings, workshops, working conferences, etc.) I use methods such as Technology of Participation (TOP), Collaborative Community Problem-Solving, Pattern Mapping, Appreciative Inquiry (AI), Asset Mapping, Open Space Technology (OST), Future Search Conferencing (FSC - using concepts of vertical conferencing), and the World Cafe. In these different methods I promote the private, non-judgmental, non-coercive character of ***Transformative Facilitation*** that is transparent, consensual, and inclusive to help parties understand attitudinal change is the key to achieving results and desired outcomes from the exploration of opinions and options. This empowerment creates more fulfilling experiences for participants through mutual efforts to resolve shared problems according to the group's self-defined values. With collective understanding and action people can then successfully resolve their issues as well as organize and implement change. Transformative facilitation promotes a sense of accomplishment, ownership, and belonging through shared learning and dialogue in a process of growing self-realization, self-definition, and self-determination within participants. Through appropriately facilitated communication, the many individual perceptions are then coordinated and integrated into a collective vision. The transformative approach works because it allows people to increase their ability to control their own lives. Characteristics that describe this approach include:

- attitudinal change is the key to achieving results and desired outcomes from the exploration of opinions and options
- no right versus wrong
- emphasize dignity and respect
- dialogue is a 2-way street – listening and speaking
- appreciative inquiry
- shared learning and dialogue in a process of growing self-realization, self-definition, and self-determination within participants
- dragon in the neighborhood – approach controversy with further questioning (inquiry); don't just dismiss
- transparent, consensual, and inclusive – engaging everyone
- creates more fulfilling, fun experiences for participants through mutual efforts to resolve shared problems according to the group's self-defined values
- intentional participatory process, involving all stakeholders, can lay the groundwork for a shift from conventional jurisdictional management to adaptive, learning-based co-management

I expect to work closely with the Westside IRWMP Regional CC in framing an operationally successful facilitation process wherein we employ a mix of group dynamic designs in meeting planning in order to address both process and substantive focused discussions. In this project we will effectively design full-participant venues for key presentations and team-, committee-, or group-wide discussions as well as breakout formats for smaller group discussions, brainstorming, and proposal development. Tools that we will employ in these different settings include:

- Pattern Mapping
- Technology of Participation (TOP) promoting the ORID (Objective, Reflective, Interpretive, Decisional) dialogue approach
- SWOT Analysis
- techniques that encourage the 3 R's: **R**espect for self, **R**espect for others, and **R**esponsibility for all your actions
- developing agreement – “dot” voting processes; large group surveys (up to 1,000 people)

When process is the focus of meeting discussions we will assist participant consideration of issues like:

- ground rules,

- operating procedures – progress is standardized, measurable, and agreed to by all involved for the importance of high quality discussion about the issues,
- decision rules (*e.g.*, consensus), and
- other subjects that will further develop a functional and guiding framework for the group.

Substantive focused discussions the Contractor will be prepared to facilitate include policy and scientific topics related to recovery, restoration, and mitigation activities in the Westside IRWMP Region. The chosen facilitation techniques will:

- regularly encourage situation assessments to be supported by sound science,
- while drawing attention to the political realities in order to strengthen the desire to take action on the part of the various jurisdictions.

The Contractor for this proposed Project takes the role as a neutral, third-party facilitator extremely seriously. I am adept at environmental conflict resolution (ECR) and familiar with the many different phases of alternative dispute resolution (ADR) that includes assisting processes where parties can maintain control: *i.e.*, facilitation, mediation; mediation-arbitration; and third-party advice. These approaches are in contrast to processes where parties can lose control: *i.e.*, binding arbitration and litigation. I also understand the complicated nature of conflict and promote a system's approach to its resolution by:

- Facilitating multi-party processes and conducting situation assessments in a way that allows participants to better perceive conflict as a system, including the culture within which a conflict takes place.
- Taking a systems view to conflict by looking for interrelated actions and how they affect each other; identifying whole patterns of change and where in the system one might intervene to create constructive patterns of change.
- Exploring conflict from multiple dimensions (inside-out; top-down; bottom-up) and subtly suggesting the strategic questions to be explored.
- Providing capacity building in conflict resolution; helping people develop their competence to engage in the resolution of conflict effectively.
- For example, I was very effective in facilitating group discussions in the Chesapeake Bay ecosystem that were most concerned about the “nutrient blame game” and which jurisdictions were most at-fault for the present status of the Bay system. By applying many of the tools listed above, in time diverse interest groups moved beyond “pointing fingers” to a process of identifying the varied causes of Chesapeake Bay environmental deterioration and identifying a “surrogate” indicator that demonstrated through its measure how mitigation in many of these causal factors could reverse the water quality, habitat, and fishery impacts to the Bay. That surrogate indicator, water clarity, was understood and agreed to by a majority of stakeholders in the watershed.

Five E's Unlimited's experiences working in a neutral capacity with diverse cultural groups have always been positive and effective at addressing goals and objectives of the group as well as identifying opportunities and strategies for achieving progress. I firmly believe our enthusiasm and capacity to address multi-party facilitation and situation assessments in complex, highly contentious cases offer a number of opportunities to build upon the collective knowledge and wisdom that exists for the Westside Sacramento basin and supports IRWMP restoration discussions.

- Rather than pitting one group against another or allowing one to trump the other, our approach to any initiative or situation assessment relies upon sound science while also addressing the political realities to strengthen the political will of the parties.
 - We create a space where people feel safe and empowered to make their voice heard, by encouraging a broad, credible range of voices in order to produce results that are acceptable to a wide range of stakeholders.
 - Any facilitation/mediation process we design and conduct is sensitive to cultural dynamics of the various stakeholder groups. We have extensive experience in working with diverse cultures all over the
-

world and have wide-ranging experience in designing multi-cultural stakeholder engagement processes (e.g., native peoples of the Samish and the Swinomish tribes on Guemes Island, WA; diverse communities from the 9 River States of the Niger River Delta Development Project, Nigeria).

- We are adept at helping parties move beyond statements expressing fear, dire consequences, or intractable positions (emotional tension) to expressions of underlying needs and concerns, in the form of creative tension that can be addressed in a problem-solving manner.

In employing these strategies I have regularly observed breakthrough and collaborative thinking among workshop or meeting participants where:

- Doing things better is not the issue, but rather doing them differently – one sees things in a new environment or paradigm.
- A transition takes place where leadership capacity develops among the parties as opposed to their further dependence upon the facilitators.
- For example, in my work with the Lake Tahoe-Northern Nevada planning group concerned about the quality of water that supplied all of the Reno, NV region, we were able to move the group beyond isolated, piecemeal concerns to a collective view of problems by encouraging them to articulate their perceptions regarding impacts to quality by tracing a drop of water from the snow pack around Lake Tahoe, down the Truckee River, and into the tributaries feeding Reno's water supply, including the meeting of tribal agreements for Pyramid Lake.

In conclusion, I am proposing the following responsibilities for facilitation of meetings in assisting the IRWMP Regional CC during 2013-14:

- design processes to support productive and interactive conversations among all meeting participants;
- produce all process-related materials (i.e., agenda, etc.) required for the meetings;
- uphold the ground rules;
- develop accurate and timely reports on all the meetings – documenting meeting conduct and highlighting major themes, issues and action items from the sessions;
- share notes with participants for review and comment, and edit as appropriate;
- participate in meeting debriefings;
- track follow-up activities or “next steps;” and
- keep the meetings on schedule.

An intentional participatory process, involving all stakeholders, can lay the groundwork for a shift from conventional jurisdictional management to adaptive, learning-based co-management, supported by what we like to call “Citizen Science,” or the public-way-of-knowing balanced with the expert-way-of-knowing. This is evidenced in my work in Guemes Island (WA), Dauphin Island (AL), and Rathlin Island (Northern Ireland). I expect to work closely with the IRWMP Regional CC in order to identify all the potential key stakeholders for framing an operationally successful set of meetings and communications wherein progress is standardized, measurable, and agreed to by all involved for the importance of high quality discussion about the issues of water resource protection in the Region.

Although the above activities and methodologies are proposed, I will work with participants to modify and adapt the tasks in order to provide the most appropriate services that meet clients' needs and achieve Project goals. My expertise in establishing effective communication within and among diverse groups, with regards to clarifying meeting goals, planning how to achieve them, conducting meetings efficiently, assisting in conflict resolution, and promoting reflective, debrief processes (“learning-loop”) to seek continuous improvement, will be an invaluable asset to the CC in this Project.

Facilitator Project-Related Experience *(The following includes bolded numbers in () that refer to more detailed project descriptions listed below).*

My career work spans several decades in collaborative (among ecologic, economic development, and social justice interests), fact-finding programs, providing visionary inspiration and pragmatic, science-based understanding for any organization or community with whom I have worked. Over the last 33 years I have guided national and international programs in research, strategic planning, natural resource management assistance, policy-making support, and education toward achieving sound, consensus-based environmental conservation goals and sustainable economic development for governments, corporations, academic institutions, communities, and NGOs. In my work there is a philosophical approach I apply to facilitation and conflict resolution activities that has proven successful, as briefly detailed above. In short, I am a very effective facilitator of group dynamics, whether the group is just a few people or several hundred participants.

In more recent years I have coupled my scientific understanding regarding ecological systems with opportunities to facilitate the work of others toward understanding environmental science and using this knowledge to develop communities and governance structures for the protection of natural resources, such as watersheds. In the consulting part of my career (15 years), after 25 years in academia, I have worked on more than 17 projects for a diversity of clients including local/regional governments, non-profit organizations, and private business. With all these projects I have a record of always finishing the project on time and within project budgets. ***The following summary of my experiences includes numbers in parentheses () that refer to Relevant Facilitation Projects listed below.***

I have had many successful experiences in designing, facilitating, mediating, and documenting complex multi-stakeholder conflict resolution and collaborative environmental problem-solving efforts related to public lands, watershed and forest sustainability, and ecosystem management issues in highly contentious situations. From 2003 to the present, I have served the Sustainable Water Resources Roundtable (SWRR) as an advisor and facilitator **(1)** as briefly mentioned above. In 2009-10 I assisted Snohomish County Parks & Recreation (WA), as a lead facilitator for their project on “Community Redesign of Kayak Point Park” on the Puget Sound **(2)**. I designed and facilitated public workshops that allowed the regional community to initiate, drive, and conclude an all-inclusive participatory process that addressed coastal habitat restoration and sustainable use of an important recreational resource to the County. In 2007 I served as lead facilitator (more than 150 hours of facilitation/ECR practice) to coordinate a series of workshops over 12 months for Dauphin Island, AL **(3)**. My meeting design, facilitation, and conflict resolution activities assisted more than 600 stakeholders in issue identification, fact-finding, setting of priorities, strategic planning, and design charrette futuring activities related to sustainable community economic development and natural resource protection. In 2006, I served as a facilitator on 2 multi-disciplinary teams organized by the American Institute of Architects (AIA) Sustainable Development Assistance Teams (SDAT) program. I facilitated the stakeholder fact-finding process around protection of surface water supplies from Lake Tahoe to the Northern Nevada region, including Reno **(4)**. I also facilitated the community fact-finding and policy-setting process for protection of ground and surface waters on Guemes Island, WA **(5)**. In 2003 I designed and facilitated a 3-day, federally-sponsored workshop on the highly-disputed topic of "Biotechnology-Derived Perennial Turf and Forage Grasses: Criteria for Evaluation" **(6)**. I also served as a lead facilitator to the Louisiana Dept. of Environment in their conduct of the U.S. EPA Barataria-Terrebonne National Estuarine Program (BTNEP), assisting a stakeholder fact-finding investigation on environmental and socio-economic issues related to use and



protection of this important Gulf coast estuarine ecosystem (7). I gained international recognition serving as project manager and lead facilitator for a bi-national inquiry into the human health risks from exposure to toxic chemicals in the Canada-US Great Lakes Basin ecosystem (8). This fact-finding inquiry, which was partially funded by the U.S. EPA, was extremely complex not only because I was working with multiple local, regional, and national (Canada and the US) public agencies and diverse stakeholders, but also because of the varied viewpoints of chemical manufacturers, scientists, and actual victims of chemical exposure.

Relevant Facilitation Projects of Warren Flint – *The number preceding each project references the project in my qualifications statement above in ()*.

- 1) **Sustainable Water Resources Roundtable - SWRR** (2003-13). Serve on the Steering Committee of the SWRR (<http://acwi.gov/swrr>) whose mission is to promote exchange of water resource information among government, industry, and environmental, professional, public interest, and academic groups. I contribute to SWRR through large, bi-annual meeting planning, research on water resources indicators, facilitation of workgroups and large meetings, and publication of the outcomes of SWRR projects and other work (e.g., http://www.awra.org/impact/issues/0607imp_toc.pdf). (**References:** *Dr. David Berry, Arlington, VA 22209 – e-mail: Davidberry@aol.com – Tel: 703-741-0791; Mr. John Wells, Minnesota Environmental Quality Board, St. Paul, MN 55155 – e-mail: jrwells2411@gmail.com – Tel: 651-201-2475*)
- 2) **Kayak Point Park Community Visioning, Snohomish County, WA** (2009-2010). Served as lead facilitator in designing and conducting public participation activities directed at community visioning, goal setting, and action strategy planning for habitat protection, coastal & beach restoration, and facilities improvement of a Park on the Puget Sound. Worked with Snohomish County Parks & Recreation (WA), the Snohomish County Marine Resources Committee, and the NGO, People for Puget Sound (Seattle, WA). Employed Technology of Participation and Pattern Mapping facilitation tools to assist stakeholders in identifying their core values related to the Park and articulating their vision for sustainable development of the Park over the next 20 years that would promote sound environmental protection, multiple recreational uses, equitable public access to the Puget Sound, and restoration policies compatible with the larger Sound ecosystem. (**References:** *Ms. Sharon Swan, Senior Park Planner, Snohomish County Parks & Recreation, 6705 Puget Park Dr., Snohomish, WA 98296 – e-mail: Sharon.swan@co.snohomish.wa.us – Tel: 425-388-6616; Mr. Jamie Wine, Community Educator, People for Puget Sound, 911 Western Ave., Suite 580, Seattle, WA 98104 – e-mail: jwine@pugetsound.org – Tel: 206-382-7005*)
- 3) **Strategic Planning for the Town of Dauphin Island, AL** (January - December 2007). Contracted to design and facilitate a long-term strategy and implementation plan to create a more hazard resistant community (http://www.eeee.net/dauphin_island/dauphinisland.htm) able to balance economic development with environmental protection and conservation. Facilitated meetings that included the public, the Town Planning Commission, the U.S. EPA's Mobile Bay NEP, the NOAA Mississippi-Alabama Sea Grant Program, and state/county agencies toward designing a strategic planning process and integrating the plan's elements into the Island's Comprehensive Plan, adhering to NEPA guidelines and the protection of threatened species. During this project I developed and administered a list serve that included more than 600 people in the Dauphin Island (AL) community. (**References:** *Mr. Jeff Collier, Mayor, Dauphin Island, AL 36528; e-mail: jwcollier4@hotmail.com; Tel: 251-861-5525 or 251-209-9980; Dr. LaDon Swann, Director, Mississippi-Alabama Sea Grant Consortium, Ocean Springs, MS 39564; e-mail: swannld@auburn.edu; Tel: 228-818-8843; and Dr. George Crozier, Univ. Alabama Dauphin Island Sea Lab, Dauphin Island AL 36528 – e-mail: gcrozier@disl.org – Tel: 251-861-7505*)
- 4) **Watershed Protection & Sustainable Development, Lake Tahoe (CA)-Northern Nevada** (September 2006). Contracted by AIA-SDAT program to facilitate discussions addressing CWA Water Quality Standards and develop agreement from stakeholders on steps to promote watershed resource quality and ecosystem protection (guided by NEPA criteria), environmentally sound economic development, and growth management within the watershed of Lake Tahoe and the Reno region of Northern Nevada. (http://www.aia.org/aiaucmp/groups/ek_members/documents/pdf/aiap020692.pdf). (**References:** *Mr. Garry Bowen, SDAT Local Steering Committee, Reno, NV; e-mail: marketexture@yahoo.com; Mr.*

Richard Licata, Truckee Meadow Community College, Reno, NV 89512 – e-mail: rlicata@tmcc.edu – Tel: 775-750-8852).

- 5) **Groundwater Protection & Sustainable Development, Guemes Island, WA** (June 2006). Contracted by AIA-SDAT program to facilitate discussion among stakeholders about protection of their sole-source aquifer and associated surface waters under CWA and NEPA ecosystem management approaches (<http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aias078143.pdf>). Community input was derived from a charrette process and the recommendations assisted development of the community's sub-area component of the Skagit County Comprehensive Plan (*References: Ms. Marianne Kooiman, Anacortes, WA 98221; e-mail: eyrie@cnw.com; Tel: 360-293-581; Ms. Roz Glasser, Guemes Island Planning Adv. Comm, Anacortes, WA 98221 – e-mail: rozglasser@juno.com – Tel: 360-293-6143*).
- 6) **Council for Agricultural Science and Technology, Washington, DC** (January 2003). Provided design and facilitation as a technical consultant/mediator to more than 100 participant (scientists, governmental regulators, growers, conservationists, recreational industry managers, and retailers) workshop examining the potential benefits and risks of biotechnology-derived perennial turf and forage grasses, relative to traditional varieties. I employed NEPA provisions to guide the dialogue and provided neutral, third-party mediation to environmental conflicts that arose, in order to reach group consensus on criteria for environmental impact. (*Reference: Ms. Cindy Lynn Richard, Program Coordinator, Council for Agricultural Science and Technology (CAST), Washington, DC 20002 - e-mail: crichard@cast-science.org - Tel: 202-675-8333*).
- 7) **Development of the Barataria-Terrebonne NEP "Comprehensive Conservation & Management Plan"** (1993-94). Designed and facilitated an 18-month public consultation project seeking collective input of over 100 stakeholders (equally composed of citizens, scientists, and governmental representatives). Assisted the investigation of environmental and socio-economic issues related to use and protection of the BTNEP system (<http://www.btnep.org>) and deemed important in developing a comprehensive strategic plan for resource conservation and economic development implementation. Coordinated the development and framework of stakeholder proposals for integrated coastal zone management in accordance with the provisions of NEPA and Federal Advisory Committee Act (FACA) standards. (*Reference: Mr. Kerry St. Pe', Nicholls State Univ., Thibodaux LA 70301 - e-mail: kerry@btnep.org - Tel: 800-259-0869*).
- 8) **Evaluation of Toxic Chemical Exposure in the Great Lakes** (1989-91). Served as project manager for a bi-national inquiry into the human health risk from exposure to toxic chemicals in the Canada-US Great Lakes Basin. Obtained both U.S. and Canadian governmental funding, developed outreach for inclusive stakeholder participation (85 international scientists, governmental officials, industry representatives, tribal council elders, and community group members), designed the workshop framework, served as lead-facilitator in the 18-month, multidisciplinary, multi-institutional assessment to identify present knowledge and make recommendations for future research and policy to achieve better protection of the Great Lake's ecosystem and human health, following NEPA guidelines and bi-lateral agreements with Canada under the Clean Water Act (CWA). I edited a monograph on the results of seeking consensus among the various stakeholder groups (published in 1991) that still serves as a reference to the Canada-US International Joint Commission. (*References: Dr. John Vena, Social And Preventive Medicine, University of South Carolina, Columbia, SC 29208 – e-mail: jvena@sc.edu – Tel: 803-777-7333; Barry B Boyer, Professor of Law, University at Buffalo, NY 14260- e-mail: boyer@acsu.buffalo.edu – Tel: 716-645-3989; Mr. Larry Pugh, NOAA, Center for Sponsored Coastal Ocean Research, Silver Spring, MD 20910; e-mail: larry.pugh@noaa.gov; Tel: 301-713-3338*)

Availability & Potential Conflict

I am available to conduct all activities required in meeting the obligations of this proposal during the potential project period of November 2013 through October 2014. I perceive no constraints, limitations, or conflicts of interest in fully carrying out the activities of this Project, as proposed here.

BUDGET – Westside IRWMP Administrative Assistance

<u>CATEGORY</u>	<u>COST</u>
Project Facilitator Fees	
Warren Flint (@ \$150/hr)	
1) Project Design Meeting (6 hr)	\$ 900
2) Review of Previous IRWMP documents (10 hr)	\$ 1,500
3) Objectives & Projects Tracking Sheet (12 hr)	\$ 1,800
4) Facilitate a Minimum of 4 Meetings (45 hr)	\$ 6,750
5) Meeting Summary Distributions (16 hr)	\$ 2,400
6) Anonymous Input from Project Stakeholders (8 hr)	\$ 1,200
7) E-mail List Serve & Stakeholder Mailing (10 hr)	\$ 1,500
8) On-line Newsletter Publication/Distribution (24 hr)	\$ 3,600
9) Maintain Objective/Project Tracking Sheet (32 hr)	\$ 4,800
10) Track & Report on IRWMP Funding (24 hr)	\$ 3,600
11) Provide Additional Assistance as Needed (30 hr)	\$ 4,500
 Meeting Facilitator Assistants (2)	
• Facilitate Min. of 4 Meetings (90 hr @ \$75/hr)	\$ 6,750
 Total Facilitator Fees	\$ 39,300
 Clerical/Communications/Logistics Fees	
(25 hours @ \$20/hr)	\$ 500
 Travel Costs	
(8 trips to Westside Sacramento Region)	
Auto Mileage 145 RT mi @ \$ 0.54/mi x 8 trips	\$ 627
Per diem: 8 trips @ 1 day @ \$75/day X 3 people	\$ 1,800
 Total Travel	\$ 2,427
 Communication/Internet Costs	\$ 600
 Other Expenses	\$ 750
(e.g., supplies, meeting materials, facilitation accessories, etc.)	
 SubTotal	\$ 43,577
 20% Administrative Fee	\$ 8,715
 PROJECT TOTAL	\$ 52,292