



# California State University, Sacramento Center for Collaborative Policy

**Marcelle E. (“Marci”) DuPraw, Ph.D.**  
**Managing Senior Mediator-Facilitator**  
**Director of Practice Development**

## Years of Experience

CCP: 7 years  
Total: 31 years

## Discipline/Expertise

Small and large group facilitation and mediation (both in-person and virtual meetings, using electronic collaboration technology)

Conflict Resolution, Consensus-building, and Collaborative Problem-Solving on Environmental, Natural Resource Management, Public Health, and Other Public Policy Issues

Stakeholder Engagement, Public Involvement, Charrettes, Focus Groups, Peer Review Panels

Collaborative Capacity Assessment and Development; Teaching and Training

Cross-Cultural Conflict Communications

Tribal Engagement

Conflict Coaching and Technical Assistance

Strategic Planning and Management Consulting

Qualitative Research, Interviewing, Content Analysis, and Writing

Project Management and Collaborative Leadership

## Geographic Experience

## Summary of Experience

Dr. Marci DuPraw, a member of the Center’s Executive Team, has over 30 years of experience helping stakeholders develop consensus on complex environmental and natural resources management challenges. She has a particular passion for cross-cultural work and for collaborative capacity building. Dr. DuPraw holds a PhD in Conflict Analysis and Resolution, as well as a Graduate Certificate in Qualitative Research Methods, from Nova Southeastern University. Her dissertation research focused on capacity-building for landscape-scale collaboration in the context of the US Forest Service’s Collaborative Forest Landscape Restoration Program. Dr. DuPraw also holds a Master’s degree in Natural Resource Policy, Economics, and Management from the University of Michigan, and a Bachelor’s degree in Environmental Studies from the University of California, Santa Cruz. Dr. DuPraw manages CCP’s “Forest Resources & Landscape Restoration” Team.

Dr. DuPraw has worked in Russia, Estonia, Cyprus, Denmark, and China; with 35 Native American tribes; with a broad array of federal agencies (e.g., DOE, EPA, FWS, NPS, USFS, USACE, USGS, DOT, FAA, and NOAA); with most states in the US; and with several Fortune 100 companies (e.g., General Motors, DuPont, and BP). In 2011, Dr. DuPraw was honored to receive the 2011 Sharon M. Pickett Award for Achievement in Environmental Protection through Alternative Dispute Resolution from the Association for Conflict Resolution. In 2005, she served as the Spring, 2005, Visiting Practitioner to Syracuse University’s Program on the Analysis and Resolution of Conflicts. Dr. DuPraw currently serves on the steering committee of the University Network for Collaborative Governance, and is a member of the Large Landscape Practitioners’ Network. She has also served on the Leadership Council of the Association for Conflict Resolution’s Environment and Public Policy Section and the steering committee of the Native Network.

## Project Experience

**San Francisco Creek Flood Control.** Client: San Francisco Creek Joint Powers Authority (SFCJPA). Years: 2017 – Present. Location: San Francisco Bay Area, CA. Role: Facilitator. Summary: The SFCJPA is a regional government agency named after

Nationally:  
Washington DC  
California Statewide  
Multiple other states  
Internationally:  
Russia  
Estonia  
Cyprus / Lebanon  
Denmark  
China

## Education

PhD, Conflict Analysis and Resolution (Culture and Ethnicity Concentration), Nova Southeastern University, 2014

Graduate Certificate in Qualitative Research Methods, 2014

M.S., Natural Resources Policy Economics, and Management University of Michigan, 1985

B.A., Environmental Studies (Natural History and Biology) University of California, 1980

## Professional Affiliation(s)

Large Landscape Practitioners' Network

U.S. EPA Roster of Mediators (inception to present)

Association for Conflict Resolution (ACR; formerly Society for Professionals in Dispute Resolution, or SPIDR)

- Practitioner Member, Inception (1986 to present)
- Member, ACR Resolution Editorial Advisory Board, Climate Change Issue (2009)
- Appointed Member, Association for Conflict Resolution Peace Museum Task Force, 2008
- Elected Member, Leadership Council, ACR Environment and Public Policy Sector, 2007-2009
- Co-Chair, Society of Professionals in Dispute Resolution User Needs Committee

the physical feature, San Francisquito Creek (Creek) that both divides and unites cities and counties in the heart of Silicon Valley. The SFCJPA was formed in 1999 in response to a major flood along the Creek, which drains a 45-square-mile watershed running from Skyline Boulevard to San Francisco Bay (Bay). Headquartered in Menlo Park, California (CA), the SFCJPA plans and implements inter-jurisdictional and multi-functional projects on behalf of the Cities of Menlo Park, East Palo Alto, and Palo Alto, the San Mateo County Flood Control District and Santa Clara Valley Water District. The SFCJPA is now developing a project through which it intends to: a) strengthen protection of life, property and infrastructure between Highway 101 and El Camino Real from a 100-year-flood event by increasing stream flow capacity upstream of Highway 101; b) enhance habitat, particularly for threatened and endangered species; c) enhance recreational use and connectivity; and d) minimize associated operational and maintenance needs. Dr. DuPraw is helping the SFCJPA design and implement a Fall 2017 public participation process through which the agency can inform the community of findings emerging from the project's environmental and other analyses and elicit community feedback prior to the completion of the Draft EIR and development of permit applications. The SFCJPA plans to draw upon this public input in shaping the project.

**Sustainability Charrette.** Client: The Exploratorium. Years: 2017 – Present. Location: San Francisco, CA. Role: Facilitator. Summary: The Exploratorium is a unique, interactive museum based in San Francisco, California (CA). Founded in 1969 by physicist and educator Frank Oppenheimer it has earned a global reputation for its science education expertise and innovation. The Exploratorium's mission is "to create inquiry-based experiences that transform learning worldwide." Its vision is of "a world where people think for themselves and can confidently ask questions, question answers, and understand the world around them." In 2013, the Exploratorium relocated from the Palace of Fine Arts to the Embarcadero in a state-of-the-art building, which has earned the U.S. Green Building Council's "platinum" rating for Leadership in Energy and Environmental Design environmental performance. Over the next 3-5 years, the Exploratorium seeks to leverage its phenomenal building, personnel, and expertise through two complementary strategies: 1) using the building itself as a teaching tool in a myriad of ways; and 2) becoming a leader and partner in the sustainability arena. In June, 2017, Dr. DuPraw helped the Exploratorium plan and facilitate a "sustainability charrette" through which 50 participants explored how the Exploratorium might pursue these twin goals. Invitees represented not only sustainability and education expertise, but also the business, architecture, energy, academia, and policy sectors, as well as staff with diverse expertise – i.e., building systems, exhibits, social science, and technology / systems. Dr. DuPraw also planned and facilitated a 1-day event for an interdisciplinary staff team the following day to support the staff in extracting salient insights from the charrette and organizing to develop a 3-year plan to guide pursuit of the Exploratorium's two sustainability goals.

U.S. Institute for Environmental Conflict Resolution (USIECR) Mediator Roster (inception in early 2000s to present)

USIECR Native Dispute Resolution Practitioner Network

- o Member, Inception (2008) to present
- o Member, Leadership Work Group, Inception (2009) to present

University Network for Collaborative Governance

- o Nominated Representative of Nova Southeastern University, 2011 to present
- o Drafting Committee – UNCG Collaborative Capacity Building Strategies

Xi Sigma Pi -- Forestry Honor Society, 1985 to present

## Publications

DuPraw, M.E. (2014). Illuminating Capacity-Building Strategies for Landscape-Scale Collaborative Forest Management Through Constructivist Grounded Theory (Dissertation). Nova Southeastern University.

DuPraw, M.E. From Personality-driven to institutionally-driven collaboration by USFS (accepted for publication, 2014). Conflict Resolution Quarterly. Manuscript accepted for publication.

Lilyea, B.V., Cooper, R., Rice, J., DuPraw, M., and Allsop, S.R. (submitted for publication). Conducting a systematic literature review on water-related attitudes, behaviors, and stakeholder engagement approaches in Florida: Strategies and tools.”

DuPraw, M.E., Brennan, B.V. and Placht, M.T. (2013). Case Study: Collaborative Governance As a Tool for Natural Resource Management In China And the United States. Environmental Practice 15(3).  
Doi:10.1017/S1466046613000240.

**Owens Valley Groundwater Basin: SGMA Support.** Client: California Department of Water Resources. Years: 2017 – Present. Location: Owens Valley, CA. Role: Community Engagement Consultant and Facilitator. Summary: California’s Sustainable Groundwater Management Act (SGMA) of 2014 requires broad stakeholder involvement in the development and implementation of Groundwater Sustainability Agencies (GSAs) and Groundwater Sustainability Plans (GSPs) for 127 groundwater basins around the state, including the Owens Valley Groundwater Basin. SGMA’s intent is to ensure successful management of groundwater resources at the local level. Success will require cooperation by all stakeholders, and cooperation is far more likely if stakeholders help shape the path forward. To that end, CCP has been providing collaboration expertise, collaborative problem solving facilitation, and conflict resolution services (e.g., mediation and shuttle diplomacy) to help stakeholders in the Inyo County portion of the basin establish an inclusive GSA. The focus of this collaborative organizational development and policy facilitation is to structure a GSA that provides meaningful roles for a diverse array of affected parties, such as Tribes, the Los Angeles Department of Water and Power, mutual water companies, state and federal agencies, environmental groups, as well as a variety of local public agencies.

**Paso Robles Groundwater Basin: SGMA Support.** Client: California State Water Resources Control Board. Years: 2016 – 2017. Location: San Luis Obispo County, CA. Role: Community Engagement Consultant. Summary: California’s Sustainable Groundwater Management Act (SGMA) of 2014 requires broad stakeholder involvement in the development and implementation of Groundwater Sustainability Agencies (GSAs) and Groundwater Sustainability Plans (GSPs) for 127 groundwater basins around the state, including the Paso Robles Groundwater Basin. SGMA’s intent is to ensure successful management of groundwater resources at the local level. Success will require cooperation by all stakeholders, and cooperation is far more likely if stakeholders help shape the path forward. To that end, CCP worked with community leaders to conduct an assessment and provide recommendations regarding how best stakeholders in the basin could work together to establish one or more cooperating GSAs in the basin that collectively covered the basin without overlap.

**Fire MOU.** Client: US Forest Service Region 5. Years: 2015 – 2016. Summary: In October 2014 Sierra Forest Legacy (SFL) and US Forest Service Region 5 reached a settlement in the 10-year lawsuit over the Sierra Nevada Framework. One part of the settlement included developing a Memorandum of Understanding (MOU) to support the increased application of managed fire for ecological benefit and other management objectives. The parties reached closure on the MOU in fall, 2015. In addition to the USFS and SFL, signatories included Cal EPA, the National Park Service, Cal FIRE, the Sierra Nevada Conservancy, the Wilderness Society, The Nature Conservancy, the Sierra Club, the Center for Biological Diversity, and the Northern California and Southern Sierra Prescribed Fire Councils. In February

DuPraw, Marcelle, Cardwell, Hal, and Placht, Maria (2012). Assessing USACE Collaborative Capacity: Relevant Literature, A Practical Assessment Instrument, and Reflections on Third Party Roles. *Conflict Resolution Quarterly* 30(1):81-132.

Smiley-Marquez, Carolyn and Marci DuPraw, "The Native Dispute Resolution Network: A Bridge Connecting Native Peoples, Sovereigns and Other Interests in Environmental Conflicts," in *ACResolution: The Quarterly Magazine of the Association for Conflict Resolution*, Winter 2009, Vol. 8, Issue 2, pp. 4-9.

Potapchuk, William R. and Marcelle E. DuPraw, *Collaborative Land Use Planning: Instructor Guide and Video*, American Planning Association, Chicago, IL, 1997.

DuPraw, Marcelle E. and Marya Axner, "Working on Common Cross Cultural Challenges," in *Toward a More Perfect Union in the Age of Diversity*, by Marci Reaven, Topsfield Foundation, Pomfret, CT, 1997.

Crocker, Jarle, Marcelle DuPraw, James Kunde, and William Potapchuk, *Negotiated Approaches to Environmental Decision Making in Communities*, Working Paper, Program for Community Problem Solving, the National Institute for Dispute Resolution, and the Coalition to Improve Management in State and Local Government, May, 1996.

DuPraw, Marcelle, guest editor, Forum, "Conflict Resolution and Bias Reduction: Exploring the Intersections," Fall, 1996, National Institute for Dispute Resolution, Washington, DC.

Potapchuk, William R. and Marcelle E. DuPraw, "Weaving Linkages That Work for Communities," in *NIDR News*,

2016, signatories held a press conference and kick-off meeting of their partnership to begin to turn the MOU into action. They asked CCP to help plan and facilitate this meeting. Dr. DuPraw facilitated the 1.5-day meeting. Grounding their work in joint identification of anticipated implementation challenges, participants were able to reach agreement on the initial elements of an implementation plan (e.g., Steering Committee composition, Work Groups needed and timeline, operating protocols, and communications). Further, they agreed on initial Work Group charges, initial Work Group members, and initial Work Group action plans. Agreed-upon action items encompassed steps to develop monitoring and reporting protocols and to pin down full Work Group compositions.

### **Soquel-Aptos Groundwater Management Area: SGMA Support.**

Client: State Water Resources Control Board. Years: 2015 – 2016. Summary: California's Sustainable Groundwater Management Act (SGMA) of 2014 requires broad stakeholder involvement in the development and implementation of Groundwater Sustainability Agencies (GSAs) and Groundwater Sustainability Plans (GSPs) for 127 groundwater basins around the state, including the Santa Cruz Mid-County Groundwater Basin. SGMA's intent is to ensure successful management of groundwater resources at the local level. Success will require cooperation by all stakeholders, and cooperation is far more likely if stakeholders help shape the path forward. To that end, CCP helped community leaders develop a plan for collaborative public involvement that makes transparent to stakeholders their opportunities to contribute to the development of a GSA and a GSP to effectively address the challenges of the Soquel-Aptos Groundwater Management Area. The Plan provides community leaders with a roadmap to follow to ensure stakeholders have meaningful input into GSA and GSP development through a process widely seen as fair and respectful to the range of interested parties. Dr. DuPraw's work took place under the auspices of the Soquel-Aptos Groundwater Management Committee (whose members included the Soquel Creek and Central Water Districts, the City and County of Santa Cruz, and three private well-owners) and its GSA Formation Subcommittee. She provided collaborative organizational development expertise in support of this Subcommittee's efforts, as well as collaborative problem-solving facilitation for the Outreach Subcommittee.

### **Native American Heritage Commission.**

Client: Native American Heritage Commission. Years: 2016. Location: Sacramento, CA. Role: Trainer. Summary: The Native American Heritage Commission (NAHC) is the lead government agency responsible for identifying and cataloguing Native American cultural resources in California. NAHC protects sacred sites, human burials, skeletal remains, and Native American religious practices in California. When Native American human remains are discovered anywhere other than a dedicated cemetery, NAHC must identify a Most Likely Descendant (MLD) and elicit recommendations from the MLD as to treatment and disposition of the remains. With respect to the latter, NAHC was recently given the responsibility to mediate

May/June, 1995, Vol. II, No. 3, National Institute for Dispute Resolution, Washington, DC.

DuPraw, Marcelle and Angela Fogle, "Working Together on Transportation Planning: A Guide to Collaborative Decision Making, Washington, DC.: U.S. Department of Transportation, Federal Transit Administration, 1994.

DuPraw, Marcelle E., Richard H. Bradley, and William R. Potapchuk, "Implementing the Politics of Inclusion: Recommendations for Government wide Initiatives," Program for Community Problem Solving, Washington, DC, 1993.

DuPraw, Marcelle E., Richard H. Bradley, and William R. Potapchuk, "Implementing the Politics of Inclusion: Recommendations for Agency Level Initiatives," Program for Community Problem Solving, Washington, DC, 1993.

DuPraw, Marcelle E., "Theory to Practice: Preparing Students for the Transition," in Conflict Resolution Theory and Practice: Integration and Application, Dennis J.D. Sandole and Hugo van der Merwe, editors, Manchester University Press, New York City, NY, 1993.

Schoene, Jr., Lester P. and Marcelle E. DuPraw, Facing Racial and Cultural Conflict: Tools for Rebuilding Community, Program for Community Problem Solving, Washington, DC, 1992.

DuPraw, Marcelle E. and James H. Laue, "Book Review: Environmental Disputes – Community Involvement in Conflict Resolution (Crowfoot and Wondolleck, 1990)," in EPA Journal, U.S. Environmental Protection Agency, Washington, DC, November 1991.

DuPraw, Marcelle E., "American/Soviet Consultations on Environmental and Ethnic Dispute

disputes. At the request of NAHC, Dr. DuPraw developed and conducted a 1-day mediation training for NAHC's 9 commissioners and its staff to assist them in carrying out this new responsibility. Dr. DuPraw conducted two replications of this training, at the requests of NAHC.

### **College-Wide Conflict Resolution Initiative.**

Client: College of Education at anonymous university. Years: 2015. Location: California. Role: Facilitator. Summary: The Dean of a College of Education at an undisclosed university requested the assistance of the Center for Collaborative Policy (CCP) to provide impartial communication support to the College as its members sought to take stock of progress to date in a college re-organization that had been underway for several years. The Dean also asked CCP to help map the path forward in completing the re-organization in the most effective possible manner. Dr. DuPraw conducted a situation assessment consisting of approximately 15 stakeholder interviews, encompassing all major personnel categories within the College. Based on this input, Dr. DuPraw worked with the College's Dean and Strategic Planning Committee to design and facilitate a series of three College-wide workshops for 100 participants. During the course of these workshops, Dr. DuPraw helped participants identify sources of conflict and other obstacles to a successful re-organization and identify either a solution for each or a committee that would take the lead on problem-solving for a particular obstacle.

### **Department-Wide Conflict Management Initiative.**

Client: Biology Department at anonymous university. Years: 2015-2016. Location: California. Role: Trainer and Facilitator. Summary: At the request of the Biology Department and the Dean of the Department's parent college, Dr. DuPraw provided several types of assistance to the Biology Department to help Department personnel strengthen their respective abilities to communicate constructively when things get challenging. To inform her work, she conducted interviews with the primary stakeholders involved in a leadership transition that was causing strains in relationships among Department personnel to hear their perspectives on the communication needs related to the transition. Based on this input, Dr. DuPraw assisted facilitated a series of three workshops. Through a combination of training and facilitated discussion, Dr. DuPraw helped participants: 1) discuss the leadership transition more constructively than they had previously been able to; 2) develop written communication principles to establish norms for professional discourse in the future; and 3) strengthen their practical workplace communication skills.

### **Policies for a Rising Bay.**

Client: San Francisco Bay Conservation and Development Commission. Years: 2015. Location: San Francisco Bay Area. Role: Facilitator. Summary: The footprint of the San Francisco Bay appears to be rising as a result of global warming. There is some concern that current policies of the San Francisco Bay Conservation and Development Commission (BCDC) will hinder projects that improve shoreline resilience to sea level rise. Some adaptation projects may

Resolution," in SPIDR News, Washington, DC, Fall 1991. "The Citizens' Guidance Manual for The Technical Assistance Grants Program," prepared by ICF, Inc. for the U.S. Environmental Protection Agency, Office of Emergency and Remedial Response, June 1988.

"EPA Regional Guidance Manual for The Technical Assistance Grants Program," prepared by ICF, Inc. for the U.S. Environmental Protection Agency, Office of Emergency and Remedial Response, June 1988.

### **Trainings Conducted**

Collaborative Leadership (Large Landscape Practitioners' Network)

Effective Meeting Management (for Partnership for the National Trails System; others)

Facilitation (Coastal Bend Bays and Estuaries Program; others)

Conducting a Conflict Assessment (California Center for Public Dispute Resolution; others)

Resolving Conflicts In Your Watershed Partnership (for National Conservation Training Center)

Conflict Prevention and Management for Teams (SRA International, Inc.)

Designing and Managing Citizen Involvement Processes (for Arlington County Senior Managers)

Basic Negotiation Skills (for U.S. Fish and Wildlife Service Refuge Managers; others)

Consensus-Building Skills for Community-Based Environmental Protection (for U.S. EPA)

Public Participation Skills for Superfund Ombuds Program (for U.S. EPA)

require larger areas of Bay fill than the Commission has authorized in the past. The Commission can only approve projects that are consistent with the McAteer-Petris Act and the Bay Plan, both of which were intended to prevent the Bay from getting smaller. It is unclear if BCDC's policies are sufficiently flexible to address an expanding Bay. Through the Policies for a Rising Bay project, BCDC and stakeholders reviewed BCDC policies to understand if and how current policy interpretation can evolve to meet the new challenge of sea level rise. The project developed the informational basis for changes and policy alternatives, if needed. Dr. DuPraw provided collaborative problem-solving and policy facilitation for this effort.

### **Update of San Francisco Bay's "Baylands Ecosystem Habitat Goals."**

Client: California Coastal Conservancy and State Coastal Commission. Years: 2013. Location: San Francisco Bay Area. Role: Facilitator and Conflict Coach. Summary: The Baylands Ecosystem Habitat Goals were developed in 1999 by a group of over 100 scientific experts and agency managers. These goals indicate what is needed to restore the San Francisco Bay estuarine ecosystems. In 2013, these goals were updated to reflect climate change – again, through a collective scientific effort. Based on future scenarios reflecting climate-change analyses and marsh-accretion models, the update factored in habitat evolution, shoreline migration, the Baylands / terrestrial area transition zone, the Bay / Baylands connection, risks to wildlife, and carbon accounting. The authors also suggested specific actions to meet these goals at the regional, sub-regional, and local scales. CCP was asked to facilitate an "all hands working session" to help the scientist-authors bring their respective contributions together at two levels: a) the sub-region (North, South, and Central Bay, plus Suisun area); and b) individual segments of the Bay within a given subregion. Dr. DuPraw provided collaborative problem-solving and policy facilitation for this effort. She served as lead facilitator, and coached and coordinated a team of agency staff who joined her to serve as subgroup facilitators. Dr. DuPraw also provided conflict coaching for one of the subgroups.

### **Santa Clara Valley Master Water Plan**

Client: Santa Clara Valley Water District. Years: 2013 – Present. Location: Santa Clara County. Role: Facilitator. Summary: In summer, 2013, the Santa Clara Valley Water District initiated a collaborative process for developing a master water resource management plan for Silicon Valley. The plan will encompass flood control, drinking water supply, and ecosystem protection for five watersheds. With Dr. DuPraw's collaborative problem-solving and policy facilitation and collaborative public involvement support, participants built agreement on the county-wide framework for the Plan in Fall, 2015. She is now providing collaborative problem-solving facilitation to help stakeholders develop plan components for 5 watersheds within the County, one at a time. Participants have completed the Coyote Watershed element. Dr. DuPraw has facilitated the Stakeholder Work Group for both phases to date, as well as a sister stakeholder group made up of state and federal agencies with related regulatory responsibilities. Dr. DuPraw has helped the District

Effective Citizen Participation Strategies (Virginia Board for People with Disabilities)

Collaborative Planning (for American Planning Association)

Stakeholder Engagement: Designing Processes That Instill Constituent Confidence (for Mid-America Regional Council)

Working Constructively Across Cultural Differences (for Federal Executive Institute; others)

Environmental Conflict Resolution (for Federal Executive Institute; others)

### **Trainings Received**

Native American Graves Repatriation Act (NAGPRA) Basics, USDOJ / NPS / NAGPRA, 2012

NEPA Collaboration: Truth or Dare, Trainers: Robert Fisher and Michael Hughes, 2012

NCI Charrette Systems Certification, National Charrette Institute, 2012

Climate Change Practicum, United Nations Institute for Training and Research, 2011

Climate Change Diplomacy (online course), United Nations Institute for Training and Research, 2011.

Tribal Consultation Policies and Practices: Understanding and Working Within a New Indian Policy Era as Environmental Conflict Resolution Practitioners, US Institute for Environmental Conflict Resolution, 2011.

Working Nation-to-Nation: Laying the Groundwork for Effective Government-to-Government Consultation, US Institute for Environmental Conflict Resolution, 2010

evaluate stakeholder engagement methods used to date, and they are now determining which methods to use going forward. DuPraw serves as the leader of the facilitation team for this effort, expected to extend into 2018.

### **California Sea Level Rise Resilience Planning Initiative**

Client: State Coastal Conservancy. Years: 2014. Location: California. Role: Facilitator. Summary: Dr. DuPraw helped four California state agencies and stakeholders to formulate the most effective approach by which state agencies can assist California's coastal communities in planning for sea level rise. The agencies involved include the State Coastal Conservancy, the Coastal Commission, the Ocean Protection Council, and the State Lands Commission. Dr. DuPraw served as facilitator of the state agency planning group. She provided policy facilitation and collaborative organizational development support for the effort. Building on Dr. DuPraw's support, the agencies went on to conduct a pilot project in Humboldt County. Their intent was to use lessons learned during this pilot to refine their approach and offer assistance to other communities along California's coastline.

### **Owens Lakebed Master Project Development Process**

Client: Los Angeles Department of Water & Power. Years: 2013-Present. Location: California. Role: Project Manager, Process Designer and Senior Facilitator. Summary: The Los Angeles Department of Water & Power, responsible for dust mitigation on the dry Owens Lake bed, has convened a diverse advisory committee to help refine a proposed "master project" for the lakebed that would include dust control, habitat enhancement, surface water conservation by accessing groundwater for a portion of the dust control, and public access and recreation elements. The California State Lands Commission owns most of the land under the lakebed while the Great Basin Air Pollution Control District regulates air quality. The advisory committee includes these entities, as well as representatives of agriculture, local business, recreation, local, state, federal and tribal governments. In December, 2014, the advisory committee reached consensus on refinements to the description of the proposed Master Project, including calling for the development of resource protection protocols which would enable all concerned to assess whether the use of groundwater for these dust control efforts would or would not be viable. The advisory committee will remain intact for the foreseeable future to provide input as needed during development of the resource protection protocols. Dr. DuPraw has served as lead facilitator for the advisory committee since 2013, providing collaborative problem-solving facilitation.

### **Owens Valley Cultural Resources Task Force**

Client: Los Angeles Department of Water & Power. Years: 2014-Present. Location: California. Role: Facilitator. Summary: Dr. DuPraw serves as the facilitator for this Task Force, which focuses on four specific sites in Owens Valley that are particularly culturally sensitive. The Task Force is charged with recommending to the Los Angeles Department of Water and Power and Great Basin Unified Air Pollution Control District how to balance dust control mitigation and

<p>Native Network Skills Exchange Workshops, 2009, 2010, and 2011 (cross-cultural negotiation and communication; tribal governance, treaty law and consultation; creating blended processes including indigenous culture, values, traditional ecological knowledge and language in conflict resolution processes; building mediation and conflict resolution capacity within tribal governments and communities)</p>	<p>protection of cultural resources on these four sites. The first task was to develop consensus among area tribes regarding how they would like to see that balance achieved; this has been accomplished. Second, the tribes presented their recommendation to the rest of the Task Force, considered feedback, and refined their recommendation as they deemed appropriate. The Task Force unanimously accepted the Tribes' recommendation for the first set of sites in December 2014. The co-conveners are now implementing the Tribes' recommendation for these four sites, while the Task Force has gone on to develop recommendations for a second set of sites. Dr. DuPraw's roles have included coordinating with agencies, other stakeholders, and consultants in providing collaborative problem-solving and policy facilitation, as well as conflict resolution services.</p>
<p>Mentor Orientation Workshop: Developing Environment and Public Policy Practitioners Through Learning Relationships, Trainers: Carolyn Smiley-Marquez and Laurie Hunt, 2009</p>	<p><b>Del Amo and Montrose Superfund Sites</b>  Client: US EPA, Region 9. Years: 2013-2014. Location: California. Role: Situation Assessment. Summary: For almost four decades the Montrose Chemical Corporation of California (Montrose) manufactured DDT and the US Government produced synthetic rubber at plants along Normandie Avenue, in Los Angeles County, California. These plants used chlorobenzene, DDT, BTEX compounds (benzene, toluene, ethylbenzene, and xylenes) and Polycyclic Aromatic Hydrocarbons (PAH's). The buildings of the Montrose plant are gone and most of the 280-acre former government facility area is now an industrial park, but the entire complex of sites was put on the National Priority List in 2002. As part of joint clean-up effort for the Del Amo Superfund site and contamination from the Montrose production, CCP conducted a situation assessment and developed a plan for collaborative public involvement intended to help EPA re-establish good relationships with neighboring stakeholders and productively engage the community on future activities and information.</p>
<p>Development of Third Party TMDLs, Water Environment Federation, 2007</p>	<p><b>Nitrate Tracking &amp; Reporting Task Force Facilitation</b>  Client: California Department of Food and Agriculture. Year: 2013. It recently became clear that nitrates from agricultural nitrogen fertilizing materials have entered some California groundwater systems used for drinking water. Recommendation 11 of several recommendations made to the Legislature by the State Water Resources Control Board called for CDFA to work with the Water Boards to convene a Task Force to identify intended outcomes and expected benefits of a nitrogen mass balance tracking system in nitrate high-risk areas to better protect groundwater quality. CCP facilitated that Task Force, which consisted of approximately 30 stakeholders, representing an array of sectors from agriculture to environmental justice interests. The group reached general agreement after four meetings. CCP also assisted CDFA and the Task Force in presenting the Task Force recommendation to other interested parties and seeking their feedback through a series of three sector-specific forums. Dr. DuPraw's role was to coordinate among agencies, other stakeholders and consultants in providing collaborative problem-solving and policy facilitation to support the success of the effort.</p>
<p>Development of Nutrient TMDLs, Water Environment Federation, 2007</p>	
<p>International Conflict Assessment, U.S. Institute of Peace (USIP), Wash., D.C., 2007</p>	
<p>International Mediation: Maximizing Prospects for Success, USIP, Wash., D.C., 2007  Managing Disputes in the Public Interest: Effective Techniques to Affect Public Decision Making, San Diego Mediation Center, 1996</p>	
<p>Achieving Healthy Ecosystems, Economies, and Communities, The Nature Conservancy's Center for Compatible Economic Development, 1996</p>	
<p>Working Effectively at the Local Level: Tribal/County Cooperation and Coordination, Northwest Renewable Resources Center, 1993</p>	
<p>Mediating Disputes Under the Americans With Disabilities Act,</p>	

Key Bridge Associates, early-1990s

Intercultural Communication, The Intercultural Communication Institute, Portland State University, Portland, OR, 1990

Meeting Management and Facilitation, Interaction Associates, San Francisco, CA, 1987

Doctoral Work (1 year), Wildlife Ecology, University of Florida, Gainesville, 1986

Forestry Skills, Camp Filibert Roth, University of Michigan, 1985

Wilderness Management School, University of Maryland, 1984

Community Mediation, Washington, DC, Multi-Door Program and College Park Community Mediation Center, mid-1980s

Arbitration, Better Business Bureau, Washington, DC, mid-1980s

Group Dynamics, Change Processes, and Training Skills, National Training Labs, Bethesda, MD, 1986-1987

Mediating Discrimination Complaints, DC Office of Human Rights, mid-1980s

### **Honors and Awards**

2013 School of Humanities and Social Sciences Friends Memorial Scholarship

2012 James Elmore Scholarship, Nova Southeastern University

Recipient, 2011, Sharon M. Pickett Award for Achievement in Environmental Protection through Alternative Dispute Resolution (Association for Conflict Resolution)

Recipient, 2009, Coin of Excellence, awarded by the

### **Collaborating to Overcome Challenges to Establishing a Strategic Groundwater Reserve: UC Santa Cruz Research Project**

Client: UC Santa Cruz. Year: 2013. UCSC Professor Ruth Langridge formed a research team to identify: a) obstacles to establishing a strategic groundwater reserve in the Pajaro Valley to build resilience to drought; and b) possible strategies to overcome these obstacles. A portion of the data collection relies on stakeholder interviews. Dr. DuPraw provided strategic consulting and coaching to the team related to situation assessment, stakeholder interviews, and analysis of stakeholder input.

### **Santa Rosa Plain Groundwater Management**

Client: Sonoma County Water Agency. Years: 2013-Present. Location: California. Role: Project Manager, Senior Facilitator, Strategic Advisor. Summary: Through facilitated consensus-building efforts, this project sought to develop a broadly-supported groundwater management plan for the Santa Rosa Plain. The highest number of rural residential well owners in the state, urban growth pressures, and heavy agricultural use make groundwater demands significant and contentious. CCP provides facilitation for the primary stakeholder group (the Basin Advisory Panel), its Technical Advisory Committee, and a fundraising subcommittee. CCP has also provided support to the Water Agency and Panel members in conducting constituent briefings and community forums to ensure that the Groundwater Management Plan would be responsive to, and supported by, the broader community. The Plan was formally adopted by the Water Agency's Board in Fall, 2014. CCP is now providing facilitation for plan implementation efforts. Dr. DuPraw provided collaborative problem solving facilitation during Plan development, and currently serves as senior advisor.

### **Whittier Narrows Dam Public Involvement Pilot.**

Client: US Army Corps of Engineers, Los Angeles District. Years: 2013-2015. Location: California. Role: Public Involvement Consultant, Senior Facilitator. Summary: The Whittier Narrows Dam, completed in 1957, is located at a natural gap in the hills near Pico Rivera, California, in Los Angeles County. The U.S. Army Corps of Engineers ("the Corps," henceforth) has identified serious structural deficiencies with the dam, which suggest a high risk of dam failure. At the same time, the steps that the Corps must take prior to remediating the problems with Whittier Narrows Dam will take at least several years. The urgency of the situation, expected to continue for at least several years, means that it is absolutely imperative for the Corps to have an effective Emergency Action Plan (EAP) – including an Emergency Communications Plan -- in place to guide the agency's response in the event that Whittier Narrows Dam should fail; and for downstream communities establish local Emergency Management Plans as soon as possible. CCP assisted the Corps in developing and implementing a public involvement plan to guide the 2-way exchange of information between the Corps and stakeholders that is necessary to educate the community about the risks associated with the dam and ensure that effective emergency preparations are in place. CCP

Commanding General,  
Mississippi Valley Division, US  
Army Corps of Engineers  
(Collaborative Capacity  
Assessment Project)

Visiting Practitioner to Syracuse  
University's Program on the  
Analysis and Resolution of  
Conflicts at the Maxwell School  
of Citizenship and Public Affairs  
(Spring, 2005)

Graduate Fellowship for Women in  
Non-traditional Careers

Women's International League for  
Peace and Freedom Peace Studies  
Scholarship

provided collaborative problem solving and policy facilitation for a workshop designed to elicit input from the Corps' customers (local agencies) regarding the contents of the public involvement plan. CCP also assisted the Corps in strengthening its capacity to work with stakeholders in similar situations in the future, and in documenting the work in a manner that could be replicated elsewhere.

### **Planning for Climate Change Adaptation in the San Francisco Baylands**

Client: California State Coastal Conservancy. Years: 2013. Role: Facilitation and Collaborative Capacity Building.

The State Coastal Conservancy (SCC) worked with a group of approximately 50 scientists to revise an existing report on habitat management goals for the San Francisco Baylands to include consensus-based recommendations on how to plan for climate change adaptation in this ecosystem. Dr. DuPraw provided collaborative problem solving and policy facilitation for a day-long "all hands" workshop to help this large team of scientific experts begin to bring their efforts to closure. She also provided collaborative capacity-building and conflict resolution coaching and consulting to help SCC staff build their toolbox and skills to handle as much of this internally as possible.

### **Russian River Flow Compact**

Client: Sonoma County Water Agency. Years: 2013-2014. Location: Russian River, Sonoma County, California. Role: Project Manager, Senior Facilitator. Summary: The Russian River watershed system provides fresh water for 600,000 people, wildlife habitat, and extensive irrigated agriculture. Unfortunately, heavy human demand has seriously degraded the river system, and three salmon species are threatened or endangered. A diverse array of community leaders came together in 2013 to draft a watershed restoration compact, conveying their commitment to working in partnership to help regain healthy habitat, cultivate resilience in the context of climate change and periodic floods, ensure clean water, and foster a sustainable economy. CCP conducted stakeholder interviews, and provided strategic consulting and collaborative organizational development expertise in support of the project's Executive Team as well as the primary stakeholder forum working on the compact.

### **MobilizeGreen**

Client: MobilizeGreen. Years: 2010 – present. Role: Consulting, facilitation, and collaboration training. Summary: MobilizeGreen, a climate/energy intern program that both helps government and corporations advance energy and climate priorities and helps college students secure hands-on job training through internships that will have measurable impacts in the clean energy economy. MobilizeGreen is recruiting, training and deploying college students to help local governments with greenhouse gas emissions and energy inventories and forecasts, climate action plans, energy retrofits, sustainability initiatives, public engagement, and a host of other related priorities. Dr. DuPraw's support has included collaborative

organizational development, policy facilitation, and strategic consulting.

### **EPA Large Aquatic Ecosystem Council**

Client: US Environmental Protection Agency. Years: 2010 – 2013. Role: Facilitator. Summary: The LAE Council is a 17-member consortium with representatives drawn from multi-stakeholder groups stewarding major aquatic ecosystems including the Chesapeake Bay, the Gulf of Mexico, the San Francisco Bay, and the Great Lakes. Members also include representatives of EPA Headquarters and Regions. Dr. DuPraw provided collaborative problem solving and policy facilitation for the Council. She worked with EPA staff to plan and facilitate four meetings or VTC teleconferences of the LAE Council each year.

### **EPA OSWER Innovations Working Group**

Client: US Environmental Protection Agency. Years: 2010 – 2013. Role: Facilitator. Summary: The Innovations Working Group for U.S. EPA's Office of Solid Waste and Emergency Response developed consensus-based, prioritized recommendations send to EPA management on which of approximately 30 intra-agency proposals for innovative approaches to waste management should be funded for the upcoming fiscal year. Usually, the work culminates in a two-day in-person meeting. In 2012, Dr. DuPraw tailored the process design to enable Working Group members to carry out their work virtually. Dr. DuPraw's primary support has been in collaborative problem solving and policy facilitation.

### **Environmental, Occupational Safety and Public Health Annual Summits**

Client: Research Triangle Environmental Health Collaborative. Years: 2009 – 2013. Role: Planner and Lead Facilitator. Summary: The five two-day annual summits convened by the Research Triangle Environmental Health Collaborative, generated consensus-based recommendations for local, State and Federal policy makers. Each 2-day summit involved 100-150 participants. Summit topics have included: 1) Integrating Public Health Considerations into Sustainability Initiatives; 2) Minimizing Environmental and Public Health Impacts of Shale Gas Extraction; 3) Integrating Public and Environmental Health Into America's Healthcare Agenda; 4) Minimizing Environmental and Public Health Impacts of Pharmaceuticals in Water; and 5) Minimizing Environmental and Public Health Impacts of Nanotechnology. DuPraw's primary support has been in collaborative problem solving and policy facilitation.

### **International Conflict Resolution and Collaborative Governance Workshops**

Years: 1990 – 1991, 2013. Role: Team Planner, and Facilitator. Summary: Dr. DuPraw served as a member of teams planning and conducting multi-day overseas workshops on topics related to environmental conflict resolution and collaborative governance. Workshop planners shared consensus-based decision-making methods emerging in the U.S., elicited discussion of related needs and practices in the host country, explored similarities and differences in applicability of various consensus-based decision-making approaches in the host country vs. the US, and provided technical assistance and consulting where requested. Some of the workshops also involved case consultations to explore practical applications in the host country. Workshops included the following: (1) Environmental Conflict Resolution Workshop for Governance Officials in Estonia; (2) Curriculum Workshop for American University of Beirut (held in Cyprus); (3) Environmental Conflict Resolution Workshop for Governance Officials in Russia; and (4) Collaborative Governance for Natural Resource Management in China.

### **Minimizing Health Impacts From Shale Gas Extraction Policy Dialogue Facilitation**

Client: Research Triangle Environmental Health Collaborative. Year: 2012. Role: Planner and Lead Facilitator. Summary: The two-day policy dialogue explored the public health and environmental health implications of shale gas extraction and how to prevent negative impacts. The workshop involved approximately 125 participants from federal, state, regional, and local government, academia, NGOs, and the private sector. Dr. DuPraw coordinated a team of three facilitators and a dozen student note-takers. Participants received expert presentations from multiple perspectives, sifted through what was known and not known about the issue, and generated consensus-based recommendations for local, State and Federal policy makers. Based on the participants' shared understanding of what was known and not known about how to proceed, they suggested where further research was needed vs. where action, education, and outreach activities should be undertaken. DuPraw's primary support has been in collaborative problem solving and policy facilitation.

### **Emerging Energy Technologies Workshops**

Client: U.S. Department of Energy. Year: 2012. Role: Facilitator. Summary: Dr. DuPraw facilitated and documented two workshops for the U.S. Department of Energy's Advanced Manufacturing Office. These one-day workshops focused on: (a) Multi-materials joining technologies; and (b) Membrane technologies, and each involved approximately 30 scientific and technical experts in the focal technological arena. Participants provided ideas on: (a) foundational opportunities and emerging applications related to their respective technological areas of expertise; (b) obstacles impeding development of these opportunities and applications; and (c) possible actions for overcoming those obstacles. DuPraw's primary support has been in collaborative problem solving and policy facilitation.

**Emergency Response Exercise for District of Columbia** Client: District of Columbia. Year: 2012. Role: Facilitator. Summary:

Dr. DuPraw served as a member of the facilitation team supporting a 1-day table-top event for 150 high level community leaders. The exercise was intended to assess strengths and weaknesses on current capabilities to respond to a cyber-attack affecting the District of Columbia. Dr. DuPraw lead one of four break-out groups, focusing on the response of the community services agencies to a simulated attack. DuPraw's primary support has been in collaborative problem solving and policy facilitation.

### **EPA Strategic Planning Retreats**

Client: U.S. Environmental Protection Agency. Years: 2008 – 2012. Role: Planner and Facilitator. Summary: Dr. DuPraw helped plan and facilitate several 1-2 day intra-agency strategic planning retreats as follows: a) EPA / OSWER's Center for Program Analysis (OCPA) in 2008 and 2010; b) EPA's Innovations, Partnerships, and Communication Office (IPCO) in 2010 and 2012; c) The Administrative Team for the Community Action for a Renewed Environment (CARE) Program in 2009 and 2010; d) The Community Involvement and Program Initiatives Branch of OSWER's Office of Superfund Remediation and Technology Innovation in 2008 and 2009. DuPraw's primary support centered on strategic consulting and planning.

### **United Nations Institute for Training and Research**

Client: Climate Change Programme. Year: 2011. Role: Researcher and Author. Summary: Dr. DuPraw served a practicum with UNITAR, working remotely with the Geneva staff of the Climate Change Programme in the Environment Unit. Dr. DuPraw: (a) wrote a literature review on ways of enhancing international (UNFCCC/KP) climate change negotiations; and (b) developed a negotiation simulation for use in training climate change diplomats.

### **U.S. Forest Service 2012 Planning Rule for National Forests and Grasslands**

Client: U.S. Forest Service. Years: 2010 – 2011. Role: Planner and Facilitator. Summary: Dr. DuPraw supported the collaborative development of the U.S. Forest Service's 2012 planning rule for national forests and grasslands consistent with NEPA. Dr. DuPraw worked with agency personnel and stakeholders to: plan and facilitate two regional stakeholder roundtables in the Southeastern Region of the

Forest Service to obtain input on the content of the emerging rule. She also helped plan and facilitated two “virtual” roundtables to enable the Forest Service Chief to converse directly with the many intra-Agency stakeholders using collaborative technology such as Adobe Connect; one of the virtual roundtables enabled the Chief to dialogue with interested members of the agency’s 35,000 personnel, and the other enabled him to dialogue with interested line officers. Dr. DuPraw also provided process support for USFS / tribal consultations on the rule. In this regard, she provided three types of help. She helped plan a “virtual” roundtable to enable Forest Service personnel to engage in direct dialogue with tribal leaders from around the nation. She coordinated the national team of approximately 9 facilitators who supported consultations between the USFS and tribes on the rule. Finally, Dr. DuPraw facilitated the USFS / tribal consultations that took place with tribes in the Oklahoma area. DuPraw provided collaborative problem solving and policy facilitation and collaborative public involvement.

### **U.S. Forest Service Collaborative Capacity Development Project**

Client: U.S. Forest Service. Years: 2010 – present. Role: Strategic Advisory and Facilitator. Summary: Dr. DuPraw worked with the U.S. Forest Service to coordinate the development and implementation of a Near-Term Strategy for fostering the agency’s collaborative capacity. This effort was intended to support the success of numerous strategic initiatives, including the climate change scorecard, the new planning rule, and the watershed condition framework, as well as the 2004 Executive Order 13352, “Facilitation of Cooperative Conservation,” the President’s 2009 “Memorandum on Transparency and Open Government,” and the 2012 joint OMB-CEQ “Memorandum on Environmental Collaboration and Conflict Resolution.” Dr. DuPraw’s assistance began with an assessment and process design recommendations. She then facilitated a stakeholder workshop that generated agreement on a process design, which revolved around four work groups (called “Dimension Groups”) and a Coordinating Committee. Dr. DuPraw then facilitated the Coordinating Committee and the Leadership Dimension Group. In 6-9 months, participants generated and disseminated half a dozen practical work products to enable personnel in the field to use collaboration in carrying out the agency’s mission where appropriate. These work products were rolled out to wide acclaim in an interactive webinar using Adobe Connect collaboration technology. Dr. DuPraw provided collaborative problem solving and policy facilitation, collaborative organizational development, and strategic consulting.

**U.S. Forest Service Inventory, Monitoring, and Assessment** Client: U.S. Forest Service. Year: 2011. Role: Facilitator. Summary: Dr. DuPraw provided collaborative problem solving and policy facilitation for the U.S. Forest Service to assist in planning and implementing an effort to integrate the agency’s resource inventory, monitoring, and assessment functions. She facilitated an ongoing planning group and two roundtables, with the roundtables including up to 100 in-person and/or virtual participants.

### **Collaborative Forest Restoration Task Force**

Client: Collaborative Forest Restoration Federal Advisory Committee. Years: 2009 – 2011. Role: Facilitator. Summary: Dr. DuPraw provided collaborative problem solving and policy facilitation for the formal meetings of the Collaborative Forest Restoration Federal Advisory Committee. This 15-member group makes funding recommendations to the Secretary of Agriculture on multi-stakeholder proposals for 10-year, place-based collaborative efforts to restore a landscape that includes some or all of a national forest or grassland. Meetings were 2-3 days in length, and resulted in consensus each time.

### **Midwest Urban Deconstruction Forum**

Client: U.S. Environmental Protection Agency. Year: 2010. Role: Facilitator. Summary: Dr. DuPraw provided collaborative problem solving and policy facilitation for a 1.5 day forum in Chicago, IL, focused on promoting the market for recycled materials from the deconstruction of abandoned residences. Approximately 25 participants gathered to learn and strategize together how to encourage deconstruction, re-use, and recycling of such materials. The forum was hosted by U.S. EPA Region 5’s Land and Chemicals Division, Brownfields Program, Office of Resource Conservation and Recovery, and Office of Brownfields & Land Revitalization.

### **Chesapeake Bay Stakeholder Meetings**

Year: 2009. Role: Facilitator. Summary: Dr. DuPraw facilitated two public meetings in which senior members of the Obama Administration updated stakeholders about the Chesapeake Bay Executive Order and the draft strategy for restoring and protecting the Bay pursuant to that strategy, and elicited their input into the draft strategy. Dr. DuPraw facilitated two such meetings (in Baltimore, MD, and Washington, DC) with 50 stakeholders each.

### **FAA Organizational Change Discussions**

Client: Federal Aviation Administration. Year: 2009. Role: Facilitator. Summary: Dr. DuPraw served on the facilitation team supporting a 3-day meeting for personnel of the Federal Aviation Administration (FAA). The meeting focused on anticipating challenges associated with the re-organization of a particular function within the agency and ways of effectively managing those challenges.

### **FAA Focus Group Facilitation**

Client: Federal Aviation Administration. Year: 2009. Role: Facilitator. Summary: Dr. DuPraw served on the facilitation team for a series of internal focus groups conducted for the Federal Aviation Administration (FAA). The focus groups elicited insights from FAA personnel that would help FAA management better understand survey data related to internal communication dynamics. Dr. DuPraw facilitated six focus groups in the FAA's Kansas City, MO, offices, each with a different level of personnel within the organizational hierarchy.

### **DDOE Stormwater Management Stakeholder Meetings**

Client: District of Columbia's Department of Environment. Year: 2009. Role: Planner and Facilitator. Summary: Dr. DuPraw helped the District of Columbia's Department of the Environment (DDOE) plan and facilitate four public meetings to elicit public input on DDOE's draft Soil Erosion and Sediment Control and Stormwater Management Regulations, strengthening the draft regulation before it was formally published for public comment. DDOE developed the draft regulations under the authority of the Water Pollution Control Act for the purposes of reducing stormwater volume and improving water quality in the District's rivers and streams.

### **Corporate Team Re-Organization**

Year: 2009. Role: Strategic Advisor. Summary: Dr. DuPraw was asked to help a large corporate team reflect on a challenging re-organization it had just gone through and identify lessons learned that would help the group achieve catharsis. Dr. DuPraw worked collaboratively with the team's leadership to develop questions and identify appropriate interviewees. She then interviewed approximately 25 stakeholders, synthesized their input into a "findings" report, and developed recommendations for the team's consideration concerning how to strengthen their ability to work together going forward.

**Corporate Training on Conflict Prevention and Management** Year: 2009. Role: Trainer. Summary: Dr. DuPraw developed and delivered two training modules on conflict prevention and management designed to: (a) help two particular teams enhance this skill set; and (b) be suitable for the parent company (a large international corporation) to roll out firm-wide for teams with similar needs. Dr. DuPraw conducted a two-level needs assessment, beginning with management and progressing to encompass all anticipated training participants, using a combination of in-person interviews and a brief survey instrument. For cost-effectiveness, she tailored and expanded upon existing materials to meet participants' specific needs.

### **U.S. Army Corps of Engineers Collaborative Capacity Development Project**

Client: U.S. Army Corps of Engineers. Years: 2008 – 2009. Role: Strategic Advisor, Planner, and Facilitator. Summary: Dr. DuPraw worked with the U.S. Army Corps of Engineers to assist in assessing its collaborative capacity and developing a plan for strengthening it where needed. The effort involved developing an on-line survey, piloting it, revising it, administering it to approximately 250 individuals, analyzing and presenting the results, and collaboratively formulating recommendations. Dr. DuPraw

helped plan and facilitate a 1-day workshop in each of the Corps' 10 divisions. She also facilitated two related groups that helped shape this initiative. USACE published Dr. DuPraw's findings and recommendations as a special report in May, 2011, and Dr. DuPraw co-authored an article on the project, published Conflict Resolution Quarterly (Fall 2012 issue).

### **U.S. Army Corps of Engineers Collaborative Modeling Performance Measures**

Client: U.S. Army Corps of Engineers. Years: 2008 – 2009. Role: Facilitator and Mediator. Summary: Dr. DuPraw assisted the U.S. Army Corps of Engineers' Institute for Water Resources in developing performance measures to ascertain the benefits of collaborative modeling for water resources planning. Dr. DuPraw's facilitation and mediation expertise helped the project team ensure that the performance measures were meaningful and robust from a mediator's perspective and that the performance measures appropriately linked to evaluation methodology being used by others in the consensus-building arena.

### **Inter-American Development Bank Stakeholder Engagement Guidelines**

Client: Inter-American Development Bank. Years: 2008 – 2009. Role: Planner and Facilitator. Summary: Dr. DuPraw developed guidelines for the Inter-American Development Bank (IDB) on how to engage stakeholders in IDB's most sensitive projects in Latin America and the Caribbean. She undertook approximately 25 interviews with internal and external stakeholders, as well as document review and further consultation to develop the draft. Dr. DuPraw then facilitated a stakeholder meeting to obtain feedback, which she incorporated into the final guidelines. The guidelines set out an overall approach for constructive stakeholder engagement and best practices to help IDB ensure that the projects it funds are responsive to stakeholder needs, maximize benefits, and avoid or minimize negative impacts.

### **Development of EPA/OEI Tribal Strategy**

Client: U.S. EPA's Office of Environmental Information (OEI). Year: 2009. Role: Strategic Advisor and Facilitator. Summary: Dr. DuPraw provided consulting and facilitation services to U.S. EPA's Office of Environmental Information (OEI) to assist OEI in developing a tribal strategy. OEI manages the life cycle of information for EPA, and seeks to work intentionally and proactively with tribes in this context. OEI seeks to ensure that tribes and EPA both have high quality environmental data to use in making decisions about how best to protect human health and the environment.

### **Deployment Related Medical Research Program Peer Review Panel Facilitation**

Year: 2009. Role: Facilitator. Summary: Dr. DuPraw served as a member of the facilitation team for a large, multi-panel peer review process focusing on medical research proposals submitted to the Deployment Related Medical Research Program, a component of the Congressionally Directed Medical Research Programs. She facilitated a highly-structured peer review process for a panel of 20 scientists from within and outside of the Army, as they reviewed over 80 specific medical research proposals in a period of two days.

### **EPA Office of Research and Development Administrative Efficiency / Extramural Work Group Meeting**

Client: EPA Office of Research and Development (ORD). Year: 2008. Role: Facilitator. Summary: Dr. DuPraw facilitated a two-day work group meeting as part of the EPA Office of Research and Development (ORD) Administrative Efficiency Project (AEP). ORD's AEP initiative is the office's effort to find process efficiencies in order to deliver the strongest research possible, in anticipation of increasingly limited funds. The group developed consensus on a recommended "future state" model that would afford enhanced process efficiencies. In addition, the work group clarified roles and responsibilities, explored possible performance metrics, and discussed how best to engage other stakeholders in this challenge.

### **OSWER Climate Change Coordinating Committee**

Client: U.S. Environmental Protection Agency. Year: 2008. Role: Planner and Facilitator. Summary: Dr. DuPraw helped plan and facilitate an internal consensus-building process at EPA to develop the plan by which EPA's Office of Solid Waste and Emergency Response would address climate change.

### **EPA Brownfields Roundtable**

Client: U.S. Environmental Protection Agency. Year: 2008. Role: Facilitator. Summary: Dr. DuPraw facilitated a 1-day meeting focused on information exchange regarding national and regional Brownfields issues and trends for EPA Region 2's Brownfields grantees in New York State. Participants were primarily cities and counties, with one regional coalition represented.

### **EPA / OSWER Tribal Forum**

Client: U.S. Environmental Protection Agency. Year: 2008. Role: Planner and Facilitator. Summary: Dr. DuPraw assisted the National Tribal Coordinator for EPA's Office of Solid Waste and Emergency Response (OSWER) in planning and facilitating the first annual Tribal Forum on OSWER's Tribal Strategy. Dr. DuPraw helped organize, facilitate, and document a planning meeting in which approximately 25 tribes and EPA Regions provided input regarding the desired outcomes and structure of the Tribal Forum. She then assisted EPA / OSWER in incorporating that input into plans for the Forum itself.

**Columbia River Remedial Investigation / Feasibility Study** Client: U.S. Environmental Protection Agency. Year: 2008. Role: Mediator. Summary: Dr. DuPraw conducted a "mini-convening assessment" under contract to the U.S. EPA regarding desired collaboration among five entities involved in addressing Columbia River contamination from the Trail Smelter in British Columbia. The focus of Dr. DuPraw's consultations were to explore the issues impeding collaboration, help the parties reach agreement on the use of a facilitator to assist them in overcoming these obstacles, and identify a facilitator acceptable to all. In addition to EPA, primary parties included the Colville Confederated Tribes, the Spokane Tribe, the Washington State Department of Ecology, and the U.S. Department of the Interior.

### **Stormwater Management Stakeholder Involvement**

Client: District of Columbia. Years: 2007 – 2008. Role: Project Manager. Summary: Dr. DuPraw oversaw three projects designed to strengthen effective stakeholder involvement in enhancing stormwater management in Washington, DC and surrounding jurisdictions. These included: planning and facilitating a panel discussion on collaborative stormwater management; conducting stakeholder interviews as the basis for developing recommendations on how to structure the Stormwater Management Administration within the District's new Department of the Environment; and consulting to staff of DC Councilmember Jim Graham's Stormwater Management Task Force on the interface between the above recommendations and the Task Force-developed Comprehensive Stormwater Management Enhancement Amendment Act of 2008 (passed unanimously in December, 2008).

### **Airline Drinking Water Stakeholder Consultations**

Client: U.S. Environmental Protection Agency. Years: 2007 – 2008. Role: Strategic Advisor. Summary: Dr. DuPraw assisted the U.S. EPA in consulting with States on issues connected with EPA's proposed Aircraft Drinking Water Rule, including state oversight responsibilities and strategies to improve notification of potential violations or threats to the quality of drinking water that may be provided by public water systems for aircraft use.

### **Clean Water Act Anniversary Event**

Client: Water Education Foundation. Year: 2007. Role: Lead Facilitator. Summary: Dr. DuPraw served as lead facilitator for an event hosted by the Water Education Foundation (WEF) to commemorate the 35th anniversary of the Clean Water Act's (CWA's) passage. The event consisted of: (a) a keynote speech by U.S. EPA's Assistant Administrator for Water, Ben Grumbles; (b) panel presentations and discussion; (c) small group discussion; and (d) plenary debriefing and discussion for 150 people. Participants identified water quality challenges that the current CWA was not effectively addressing; suggestions for CWA

changes that would help address those challenges; and actions WEF could take to help bring about those changes in the CWA.

### **Santa Fe River Flow Restoration**

Clients: City of Santa Fe, NM and Santa Fe Watershed Association. Year: 2007. Role: Strategic Advisor. Summary: Dr. DuPraw provided coaching assistance to the City of Santa Fe, NM, and the Santa Fe Watershed Association (SFWA) with respect to methods of structuring a consensus-building process on how to restore flow to the Santa Fe River. In 2007, American Rivers designated the Santa Fe River the most endangered river in the U.S. Dr. DuPraw worked via phone, email, and occasional in-person visits to assist the City, its River Commission, and the SFWA to organize and implement a consensus-building process. She helped local facilitators plan and conduct a community town hall meeting at which participants articulated a richly-textured vision for what a restored Santa Fe River might look like.

### **EPA Senior Leadership Team Meeting**

Client: U.S. Environmental Protection Agency. Year: 2007. Role: Facilitator. Summary: In response to direction from President Bush to accelerate progress on environmental protection, EPA Administrator Johnson convened a senior leadership team meeting focused on what a “stronger EPA” would look like. Dr. DuPraw served on the team of neutrals who conducted internal and external stakeholder interviews to elicit input on this question to inform team deliberations.

### **Children's Health Protection Advisory Committee (CHPAC)**

Client: U.S. Environmental Protection Agency. Years: Approximately 1997-1999 and 2002-2007. Role: Project Manager and Lead Facilitator. Summary: This advisory committee, convened by the U.S. EPA under the Federal Advisory Committees Act, consists of approximately 25 scientists, public health advocates, and industry experts from around the country who advise the Agency on implementation of President Clinton's April 21, 1997, Executive Order. This Executive Order was intended to strengthen EPA's rulemaking, research, policy development, and public outreach efforts regarding the protection of children's health. Dr. DuPraw served as the lead facilitator and project manager for the Children's Health Advisory Committee (CHPAC) for several years and as a work group facilitator for several years before that. Dr. DuPraw has assisted the CHPAC in building consensus on numerous recommendation letters to the EPA Administrator during quarterly 2-3 day meetings.

### **Total Coliform Rule and Related Distribution System Contamination Issues Convening**

Client: U.S. Environmental Protection Agency. Year: 2006. Role: Lead Planner and Facilitator. Summary: Dr. DuPraw was the lead on a convening process sponsored by the U.S. EPA's Office of Ground Water and Drinking Water, which generated recommendations regarding the best way to involve stakeholders in possible revisions of the Total Coliform Rule and addressing other issues related to potential distribution system contamination. Dr. DuPraw's team conducted approximately 20 stakeholder interviews, provided recommendations, conducted a two-day technical workshop to help EPA and stakeholders assess information available to support potential negotiations, and revised the recommendations accordingly.

### **Coastal Subsidence / Wetlands Loss in Gulf of Mexico Symposium**

Client: BP, America's WETLAND, Alabama, Louisiana, Mississippi and Texas. Year: 2006. Role: Project Manager, Planner, and Facilitator. Summary: Dr. DuPraw served as project manager to plan, facilitate and document a symposium on the causes of coastal subsidence and wetlands loss in the Gulf of Mexico, the environmental and economic implications, whether it can be stopped, and if so, options for how to do so. Presentations were geared to helping participants develop a shared understanding of the drivers for wetland loss along the Gulf of Mexico, visualize several different future coastlines depending on actions taken today, and develop the will to act expeditiously to ensure the sustainability of ecological systems as well as the socio-economic systems they support. The symposium was sponsored by BP in cooperation with America's WETLAND and in partnership with the states of Alabama, Louisiana,

Mississippi, and Texas. It drew 270 participants, including environmental NGOs, industry, labor, government, and foundation representatives.

### **Prioritization of Oil and Gas Industry Research Priorities re: Effects of Exploration and Production-Related Sound on Marine Life**

Years: 2005 – 2006. Role: Lead Planner and Facilitator. Summary: Dr. DuPraw served as lead facilitator in planning and managing a 2-day meeting including representatives of about 10 oil and gas companies in which they reached agreement about which of approximately 50 proposed research projects should be initiated in the first year of a multi-year collaborative research initiative. Preparations included convening interviews with representatives from four different countries.

### **EPA National Nutrients Reduction Strategy Team**

Client: U.S. Environmental Protection Agency. Year: 2005. Role: Lead Facilitator. Summary: Dr. DuPraw served as the lead facilitator for an internal EPA team assessing the efficacy of EPA's current nutrient management approach and exploring alternative approaches. The team consisted of a dozen members from various divisions of the Office of Science and Technology and the Office of Water. The team held 10 meetings, on a weekly basis during the fall of 2005.

### **National Park Service / Northern Neck Land Conservancy Strategic Planning Workshop**

Client: National Park Service. Year: 2005. Role: Facilitator. Summary: At the request of the National Park Service, Dr. DuPraw facilitated a one-day strategic planning workshop in early June, 2005, to help the new Northern Neck Land Conservancy refine its mission and vision statements and develop goals, objectives, and strategies for carrying them out.

### **USGS Cooperative Water Program**

Client: U.S. Geological Survey. Year: 2005. Role: Facilitator. Summary: Dr. DuPraw facilitated the first National Roundtable Discussion on the U.S. Geological Survey's Cooperative Water Program. The objectives of this one-day meeting were to provide the cooperators an opportunity to hear about the status and achievements of the Program, to learn about the nearly-completed external review of the Program, to give feedback to the USGS about the Program, and to network with one another. The meeting resulted in a number of next steps that the USGS plans to implement to enhance the program, as well as a number of next steps that cooperators wanted to take as well.

### **EPA Office of Children's Health Protection Retreat**

Client: U.S. Environmental Protection Agency. Years: 2004 – 2005. Role: Facilitator. Summary: Dr. DuPraw facilitated the staff retreats for EPA's Office of Children's Health Protection in the fall of 2004 and the fall of 2005. The 2-day, off-site retreat involved approximately 20 participants. Discussion focused on priority initiatives for the upcoming year, quality of office work life, and informal team-building opportunities. Dr. DuPraw supervised an associate in producing a detailed summary of this retreat.

### **National Ecological Observatory Network (NEON)**

Client: National Ecological Observatory Network. Years: 2003 – 2005. Role: Facilitator, Strategic Advisory, and Trainer. Summary: Dr. DuPraw directed facilitation, coaching, and training support over a 2-year period for the development of the National Ecological Observatory Network (NEON). This observatory network constitutes the infrastructure for scientists to undertake effective biological and ecological research at regional to continental scales. Dr. DuPraw's support for this initiative involved three discrete projects, building upon one another. In the first, from July through September, 2003, Dr. DuPraw assisted the American Institute of Biological Sciences in planning and facilitating a 2.5 day meeting in which 40 stakeholders and experts from scientific and academic institutions developed consensus-based recommendations to the National Science Foundation on both substantive and procedural issues regarding whether and how to proceed in establishing NEON.

In Dr. DuPraw's second NEON project, she served as the project director for a series of five workshops during the summer of 2004, two of which she facilitated. Each of these workshops focused on a different "grand ecological challenge" as identified by the National Research Council, and involved 20-30 leading scientists in the fields of biogeochemistry, biodiversity, climate change, land use, and the ecology of infectious diseases, respectively. In each topical workshop, participants identified the top priority research questions in their fields, as well as the physical and virtual scientific infrastructure needed to answer those questions. This effort generated preliminary recommendations that served as one form of input into the formal NEON design process, which began in the fall of 2004.

Dr. DuPraw's third NEON project involved facilitation and coaching support for a year-long consensus-building process through which approximately 140 people worked together to design recommendations for NEON. Participants worked through a structure of 15 committees to generate recommendations on the key scientific questions NEON should enable ecologists to address, how these questions will improve forecasting capacity, the data and infrastructure needed to address these questions, and related educational plans. Dr. DuPraw's team provided a combination of facilitation support and coaching for the first two of these three Consortium meetings.

### **Anacostia River Convening and Systems Design**

Client: Justice and Sustainability Associates. Year: 2004. Role: Facilitator and Planner. Summary: Dr. DuPraw worked with Justice and Sustainability Associates (JSA) to conduct a convening process related to the clean-up of the Anacostia River. This challenge requires ongoing multi-jurisdictional collaboration, since it affects: a) both Maryland and the District of Columbia; b) numerous federal agencies with land along its shores; c) three counties; and d) multiple municipalities. The facilitation team developed recommendations for how to involve a broader range of stakeholders in the clean-up and how to effectively link multiple ongoing clean-up initiatives to maximize traction. Stakeholders subsequently established a new organization to more effectively support a collaborative approach to the clean-up and related watershed stewardship efforts.

### **Bio-Based Products Stakeholder Meetings**

Client: United Soybean Board. Year: 2004. Role: Lead Facilitator. Summary: Dr. DuPraw was the lead facilitator for a one-day meeting convened by the United Soybean Board (USB), following publication of the USDA's 2003 proposed rule on the mandatory procurement of bio-based products by federal government agencies. The meeting occurred during the public comment period and focused on helping affected parties: (a) understand the USDA action; and (b) explore how affected industries wanted to respond.

### **National Water Quality Standards Program Summit**

Client: U.S. Environmental Protection Agency. Year: 2004. Role: Project Manager, Lead Planner, and Facilitator. Summary: Dr. DuPraw lead a team of eight to plan and facilitate the first summit of the nation's water quality standards program. The summit brought together 50 program staff from EPA Headquarters, EPA Regions, and the States for the first time ever in one room for 2.5 days – on only two weeks' notice. The facilitation team conducted approximately 20 interviews with a range of invitees and other key stakeholders to elicit input to help plan the agenda and materials for a productive discussion. The summit was extremely successful, with participants agreeing on programmatic vision and mission statements, specific next steps on various policy issues, and program procedures.

### **Coastal Bend Bays and Estuaries Program Capacity-Building**

Client: Coastal Bend Bays and Estuaries Program. Years: 2003 – 2004. Role: Trainer and Lead Facilitator. Summary: Dr. DuPraw worked with the Coastal Bend Bays and Estuaries Program in Corpus Christi, TX, to help adjust stakeholder involvement mechanisms to foster their long-term engagement in Bays Plan implementation. Dr. DuPraw conducted a round of stakeholder interviews on the best way to go about doing this, and provided written recommendations based on that input. As a result, the Bays Council replaced several existing committees with five "Implementation Teams" and a Coordinating

Committee. Dr. DuPrav provided facilitation training for the chairs of these teams. In addition, she developed recommendations to help the Program and Bays Council update the Council's primary functions and operating procedures to make the most constructive use of stakeholders' time and better align the Council with the Implementation Teams.

### **EPA Assessment and Watershed Protection Division Strategic Planning/Organizational Development Retreat**

Client: U.S. Environmental Protection Agency. Year: 1998. Role: Lead Facilitator and Planner. Summary: Dr. DuPrav was the lead facilitator for the planning and facilitation of two 3-day retreats involving 65 staff and managers in the Assessment and Watershed Protection Division of the U.S. Environmental Protection Agency's Office of Wetlands Oceans, and Watersheds. In planning these retreats, Dr. DuPrav worked with diverse work groups, conducted an electronic survey to get broader input, and conducted 1:1 telephone interviews with a representative set of invitees to ensure that the retreat agendas would be responsive to participant needs. During the retreats, participants identified long-term and short-term goals, discussed implementation plans and needs for organizational re-alignment, and explored organizational development issues.

### **Atlantic Large Whale Take Reduction Team Meeting**

Client: National Oceanic and Atmospheric Administration. Year: 2003. Role: Facilitator. Summary: Dr. DuPrav co-facilitated a 3-day meeting of the Atlantic Large Whale Take Reduction Team, which was convened and staffed by NOAA's National Marine Fisheries Service. The meeting focused on progress in implementing the Atlantic Large Whale Take Reduction Plan, and exploration of possible modifications to this plan. Ninety people attended, including members of the fishing community, environmentalists, and state and federal regulators.

### **AWWA Utility Accreditation Program**

Client: American Water Works Association. Year: 2003. Role: Facilitator. Summary: Dr. DuPrav provided facilitation support to the American Water Works Association (AWWA) for a one-day stakeholder meeting to elicit stakeholder feedback on the merits of establishing an accreditation program for water utilities and ways that such a program could be made compelling to various stakeholder groups. Approximately 25 people attended the meeting, including representatives of utilities of various sizes and types, associations of utilities, environmentalists and consumer advocates, and state and federal regulators. Following the meeting, Dr. DuPrav presented the results to AWWA's Board to help them decide whether to pursue this initiative further.

### **Bankhead National Forest Facilitation**

Client: U.S. Forest Service. Years: 2002 – 2003. Role: Facilitator. Summary: U.S. Forest Service officials initiated a consensus-building process on the William B. Bankhead National Forest in Alabama, which sought agreement about how to sustain natural plant communities and re-forest the Bankhead to represent local and rare plant communities. The stakeholder group, known as the Bankhead Liaison Panel, included forest and community residents, timber and logging companies and consultants, local and county elected officials, Native American and local history groups, and state and federal agencies. Panel members reached consensus on forest ecosystems that would be part of the forest restoration project and also agreed that the Panel would stay involved in monitoring implementation of their recommendations. Dr. DuPrav co-facilitated a public meeting in which the USFS and Liaison Panel explained to community members how they had reached their recommendations and elicited feedback from community members; helped the USFS and Liaison Panel initiate agreement implementation; and assisted them in transitioning toward a local facilitation team.

### **Sacramento River Corridor Planning Forum Convening Assessment**

Client: Sacramento River Corridor Planning Forum. Year: 2002. Role: Facilitator. Summary: Dr. DuPrav served as a senior advisor to the facilitation team who conducted the convening assessment for the Sacramento River Corridor Planning Forum. The purpose of the Forum was to develop a Sacramento

River Corridor Flood Management Plan encompassing: (a) goals and policies for sound floodplain management, including guidelines for riparian habitat protection, public recreation, and riverfront development; and (b) a plan for analyzing and managing cumulative impacts of proposals deemed to be floodway encroachments. Dr. DuPraw assisted the team in identifying stakeholders and interests, identifying appropriate ways of eliciting the input of numerous stakeholders into the assessment and design, identifying relevant background and strategic documents for review by the lead facilitator, and developing relationships with appropriate agency staff. She also provided review and comment on the convening report.

### **River Corridor Management Plan for the Lower American River**

Years: 1999 – 2002. Role: Lead Facilitator and Mediator. Summary: Dr. DuPraw’s support included an extensive situation assessment, designing the collaborative process, and serving as the lead facilitator / mediator for the 2.5 year consensus-building process resulting in the River Corridor Management Plan (RCMP) for the Lower American River. Formally endorsed in January, 2002 by representatives of 40 federal, state, and local agencies and partnerships, environmental groups, commercial fishing groups, recreation groups, and community groups, the process began in the fall of 1999 as a joint effort of the Sacramento Area Water Forum and the Lower American River (LAR) Task Force. The RCMP set forth goals, objectives, and a 3-year action plan for the cooperative management of the river, which all focused on: (a) protecting and enhancing fisheries, in-stream habitat, vegetation, and wildlife habitat; (b) improving the reliability of the existing flood control system; and (c) enhancing the Lower American River’s wild and scenic recreation values. Dr. DuPraw worked with a 16-member steering committee to coordinate the efforts of the LAR Task Force and its four working groups, four consulting firms, and five facilitators.

### **National Drinking Water Advisory Council’s (NDWAC’s) Affordability Work Group**

Client: National Drinking Water Advisory Council. Years: 2001 – 2002. Role: Lead Mediator. Summary: Dr. DuPraw served as lead mediator for a Work Group of the National Drinking Water Advisory Council (NDWAC) to develop a recommended NDWAC proposal on how the U.S. EPA could improve the way it determines whether or not the cost of complying with each new drinking water regulation is affordable for small drinking water systems. Dr. DuPraw planned and facilitated monthly Work Group meetings, provided mediation to resolve specific issues, provided process support to three committee chairs in managing 30-40 committee conference calls over the life of the project, and managed the assistance of three associate facilitators. Core stakeholders included academics, NGOs, state and federal personnel, and a tribal staff member from the Nez Perce Tribe.

### **American River Parkway Plan Update**

Client: City of Sacramento, CA. Year: 2001. Role: Strategic Advisor. Summary: Dr. DuPraw assisted in launching a consensus-based process to update the 1985 version of the 23-mile American River Parkway Plan in the vicinity of Sacramento, CA. The Parkway Plan provides guidance for protecting the aquatic, riparian, and terrestrial natural resources in this greenbelt, as well as its historical and archaeological resources, while also making its recreational assets available to human visitors. Dr. DuPraw helped the lead agency develop an internal scoping strategy and served as senior advisor to the facilitator who implemented the process; in the latter capacity, she helped the lead facilitator identify stakeholders and interests, develop relationships with appropriate agency staff, develop a work plan, and ensure that the update would appropriately interface with the Lower American River Corridor Management Plan.

### **Initial Fisheries and In-Stream Habitat Management and Restoration Plan for the Lower American River (or “FISH Plan”)**

Years: 1999 – 2001. Role: Lead Mediator. Summary: Dr. DuPraw served as the lead mediator for the development of this plan, which was developed by the LAR Task Force’s Fisheries and In-Stream Habitat Working Group (“FISH Group”) in parallel with the development of the above-referenced River Corridor Management Plan (RCMP) for the Lower American River. The FISH Plan identifies the management and restoration actions that are most important to undertake to improve conditions for priority fish species

(fall-run Chinook salmon, steelhead, and splittail) in the Lower American River. The FISH Plan is both a stand-alone document and an integral component of broader RCMP. Dr. DuPraw began this consensus-based process with a stakeholder assessment and process design. Dr. DuPraw worked in partnership with the technical consulting firm, Surface Water Resources, Inc. (SWRI), with SWRI drafting the text of the plan to reflect consensus agreements mediated by Dr. DuPraw. The completed FISH Plan was endorsed by approximately 20 federal, state, local agencies and partnerships, environmental groups, commercial fishing groups, and recreation groups.

### **Proposed Titanium Mine Mediation**

Years: 1997 – 1999. Role: Mediator. Summary: Dr. DuPraw served as co-mediator of a mining dispute over the DuPont Corporation's proposal to mine for titanium adjacent to the Okefenokee National Wildlife Refuge in the southeastern U.S. A core group of 30 representative stakeholders participated in an 18 month collaborative dialogue to understand potential impacts of the proposed mine and explore both mining and non-mining alternatives. An expanded list of 400 interested parties had periodic opportunities for strategic input. Dr. DuPraw co-managed the project and facilitated the core group's work in establishing an interdisciplinary technical advisory group that could provide scientific input on a list of over 100 issues. The core group reached substantial consensus.

### **National Estuaries Program (NEP) Strategic Planning**

Client: Mobile Bay National Estuaries. Year: 1999. Role: Facilitator. Summary: Dr. DuPraw facilitated a series of three strategic planning meetings for the Mobile Bay National Estuaries Program. The purpose of this series of meetings was to assist program participants in reaching consensus on the program's multi-year strategic plan. Meeting participants included approximately 60 members of two program committees the Policy Committee and the Management Committee. The group reached consensus in February, 1999.

### **Alternative Regulatory System for Vehicle Manufacturing**

Years: 1996 – 1998. Role: Facilitator. Summary: Dr. DuPraw facilitated a two year, multi stakeholder effort jointly initiated by a major car manufacturer and a national environmental group with the aim of developing consensus on an alternative regulatory system that would encourage car manufacturers to find innovative ways of meeting or exceeding environmental regulatory requirements (e.g., through pollution prevention techniques) in exchange for increased operational flexibility. Participants reached consensus on a proposed model.

### **Project XL Technical Assistance Grants Steering Committee**

Client: Institute for Conservation Leadership. Year: 1998. Role: Facilitator. Summary: Dr. DuPraw facilitated a key meeting of the multi stakeholder steering committee convened by the Institute for Conservation Leadership (ICL) to assist ICL and the U.S. EPA in developing procedures for implementing the EPA's technical assistance grant program for Project XL. Dr. DuPraw facilitated a meeting focusing on power and parity issues, including pre meeting interviews and agenda development work.

### **NL/Taracorp Superfund Site Convening**

Year: 1998. Role: Facilitator. Summary: Dr. DuPraw interviewed 15-20 stakeholders from three different communities affected by lead contamination from this former smelting facility and developed recommendations to the U.S. EPA on how best to involve the public in ongoing site activities. She addressed the relative merits of using a community advisory group in this situation vs. an expanded version of a more conventional public involvement approach; who should be involved; the issues that needed to be addressed; and logistical considerations.

### **National Oceans Conference**

Year: 1997. Role: Facilitator. Summary: Dr. DuPraw served on the facilitation team for the first national conference on U.S. policies related to the ocean. She facilitated a panel on ocean exploration, research, and education, which was co-chaired by heads of the Council on Environmental Quality and the National

Science Foundation. Dr. DuPraw's support involved advance work with panelists, facilitating stimulating and productive dialogue between and among nine panel members and the audience of 135 participants, and follow up work under tight time constraints to prepare discussion highlights for the CEQ Chair's use in reporting to Vice President Gore on live TV.

### **Endangered Species Act Reauthorization Conflict Assessment**

Year: 1995. Role: Facilitator. Summary: Dr. DuPraw conducted an assessment of the policy environment surrounding re-authorization of the Endangered Species Act to determine whether it might be constructive for the Administrative Conference of the U.S. (ACUS) to convene a consensus building forum on how to incorporate alternative dispute resolution (ADR) more effectively into the Act. In consultation with ACUS, Dr. DuPraw identified a representative group of stakeholders to interview, developed interview questions and protocols, conducted approximately 25 interviews, analyzed this data, and developed written recommendations.

### **Collaborative Transportation Planning**

Year: 1994 – 1995. Role: Trainer and Technical Advisor. Summary: Dr. DuPraw provided training and technical assistance to two communities one in Pocatello, ID, and one in the Cincinnati, OH, area -- in how to use collaborative approaches to implement the public participation and intergovernmental consultation requirements at the intersection of the Intermodal Surface Transportation Efficiency Act (ISTEA) and the Clean Air Act (CAA) Amendments. The Pocatello project focused on helping a metropolitan planning organization and the Shoshone-Bannock Tribes develop a mutually agreeable process for working together on ISTEA/CAA implementation. The Cincinnati project focused on helping an MPO develop a viable collaborative approach for involving large numbers of stakeholders in examining traffic congestion in a particular corridor and determining what to do about it.

### **Nutrition Education Collaboratives**

Years: 1994 – 1995. Role: Team Coordinator and Technical Advisor. Summary: Dr. DuPraw served as coordinator of a team of five collaboration specialists acting as technical advisors to ten communities seeking to strengthen and leverage their nutrition education services for individuals receiving USDA food program assistance. Dr. DuPraw provided technical assistance to two California communities (San Bernardino and Contra Costa Counties) through training and coaching on site and via fax, mail, and phone. In addition, she helped plan and conduct cross site conferences for all ten participating communities.

### **Citizen Participation Training**

Year: 1994. Role: Process Designer and Trainer. Summary: Dr. DuPraw helped design and deliver a one-day training for the Virginia Board for People with Disabilities. The training, entitled, "Effective Citizen Participation Strategies: Being Inclusive and Collaborative," introduced the tenets of the collaborative mode of public participation, interest-based communication and negotiation, strategies for working with challenging personalities, cultivating long-term working relationships, and facilitative leadership.

### **Rural Community Assistance Program Strategic Planning Retreat**

Client: Rural Community Assistance Program. Year: 1994. Role: Facilitator. Summary: Dr. DuPraw co-facilitated a strategic planning retreat for the Board of the Rural Community Assistance Program, which provides training and technical assistance to small communities on resource management issues such as drinking water supply and waste water treatment. The project involved conducting interviews with Board members in advance, agenda development, facilitation, and meeting documentation.

### **Community Mediation Centers Capacity Development for Public Policy Disputes**

Client: National Institute for Dispute Resolution. Years: 1993 – 1994. Role: Technical Support. Summary: Dr. DuPraw provided technical assistance in collaborative problem solving to two of the four communities participating in the Community Initiatives Program of the National Institute for Dispute Resolution. The program was designed to help communities expand the capacities of their local dispute

resolution centers to handle public policy problems. Dr. DuPraw provided technical assistance, training, and facilitation to support a community collaborative in Santa Rosa, CA, in addressing gang related crime and a collaborative in Savannah, GA, in addressing youth violence.

### **State and Local Pollution Prevention Program Development**

Client: U.S. Environmental Protection Agency. Year: 1992. Role: Facilitator. Summary: Dr. DuPraw served on the facilitation team for a 3 day conference on how to foster the development of state and local pollution prevention programs. Attendees included 60 representatives of federal, state, and local government, industry, legislators, and public interest groups. The event was sponsored by the State and Local Programs Committee of U.S. EPA's National Advisory Council for Environmental Policy and Technology.

### **National Institute on the Environment Conference**

Year: 1992. Role: Facilitator. Summary: Dr. DuPraw was a member of the facilitation team for this conference, which sought to raise awareness of and support for the establishment of a National Institute of the Environment to improve the scientific basis for making decisions on environmental issues. Dr. DuPraw facilitated discussions focused on the proposed mission, structure, and priority issues that such an Institute might adopt.

### **Fayette County Head Start Capacity Building**

Client: National Head Start. Year: 1992. Role: Consultant. Summary: Dr. DuPraw served on the consulting team supporting a week-long National Head Start Management Institute for Region III, called "Creating and Managing Effective Organizations." The goals of this event were to support each of 22 local participating Head Start programs in developing a long-range strategic plan, while also strengthening the programs' team-building, leadership, management, and coordination capabilities. An individual consultant was assigned to assist each of the 22 programs; support included a site visit before and after the institute, technical assistance via telephone and email, and facilitation and consultation support during the institute. Dr. DuPraw assisted the Fayette County, PA, Head Start Program.

### **U.S. Army Corps of Engineers Deep Draft Navigation Task Force**

Client: U.S. Army Corps of Engineers. Year: 1992. Role: Facilitator. Summary: Dr. DuPraw facilitated a series of meetings of the U.S. Army Corps of Engineers' task force charged with evaluating the Corps' Deep Draft Navigation Program and recommending any needed improvements to ensure efficient planning, development, maintenance, and stewardship of the navigation system of the U.S.

### **Environmental Leadership Conference**

Client: Renew America. Year: 1991. Role: Facilitator. Summary: Dr. DuPraw served as a member of the facilitation team for this two day conference, in which award winning environmental groups from around the country generated a generic "formula for success." The conference, involving 10 workshop panels, drew an audience of 200. It was convened by Renew America, the Executive Coordinator of the National Environmental Awards Council (a coalition of 28 national environmental groups).

### **Urban Forestry Issues Workshop**

Client: Society for American Foresters. Year: 1990. Role: Lead Facilitator. Summary: Dr. DuPraw served as lead facilitator for a workshop, entitled, "Local Government Challenges in Community Forestry: A Workshop for Developing Solutions to Everyday Problems." It was convened by the Society of American Foresters to get stakeholder input on six specific issues related to management of urban forest resources in the nation's capital. Dr. DuPraw coordinated the team of eight facilitators.

### **Forsyth County Economic Summit**

Year: 1990. Role: Facilitator. Summary: Dr. DuPraw assisted in agenda development and facilitation for a 3 day economic summit involving 85 community leaders from the Winston Salem, North Carolina area. The summit was agreement focused, with participants signing on to nine specific action items.

### **Jefferson County Growth Forum (1990)**

Dr. DuPraw facilitated a one day community forum for those concerned about the pace of growth in Jefferson County, West Virginia. The event was convened by Shepherd College, Shepherdstown Ministerial Association, Jefferson County Episcopal Clergy, and the Rolling Ridge Study Retreat Community. Discussion focused on identifying problems associated with growth that is outpacing infrastructure, as well as identifying possible ways of addressing these problems.

### **Columbia Pike Redevelopment Organization Community Meeting**

Client: Columbia Pike Redevelopment Organization. Year: 1989. Role: Facilitator. Summary: Dr. DuPraw developed the agenda and facilitated a meeting of this neighborhood organization to develop internal consensus on how to respond to the proposed siting of an unpopular public facility in the Columbia Pike neighborhood of Arlington County, VA.

### **U.S. Forest Service ADR Legislation Analysis**

Client: Administrative Conference of the U.S. Year: 1990. Role: Assessor and Document Writer. Summary: Dr. DuPraw investigated for the Administrative Conference of the U.S. (ACUS) the timeliness and usefulness of legislation encouraging the U.S. Forest Service to use collaborative planning and alternative dispute resolution processes on an Agency wide basis. Responding to a request for assistance on very short notice and with a very fast turn-around time, she interviewed senior Forest Service officials and leading dispute resolution practitioners around the country, presenting her findings in both oral and written form to ACUS officials only ten days after the project was initiated. Her written products included both an analytic report and draft legislative language to assist in focusing relevant discussions.

### **EPA Institutionalization of ADR**

Client: U.S. Environmental Protection Agency. Years: 1989 – 1990. Role: Strategic Advisor. Summary: Dr. DuPraw provided support to EPA's Office of Enforcement in promoting the use of alternative dispute resolution (ADR) to achieve compliance with environmental regulations where appropriate. Dr. DuPraw helped develop an agency strategy for this effort, an implementation plan for the Superfund arbitration regulations, a brochure for EPA personnel exploring the use of ADR, a reporting format to monitor regional offices' progress in using ADR, talking points for agency officials' presentations, and vehicles for communicating with the agency's "publics" concerning its willingness to use ADR where appropriate.

### **EPA Office of Emergency and Remedial Response Strategic Planning Retreats**

Client: U.S. Environmental Protection Agency. Years: 1988 – 1990. Role: Facilitator. Summary: Dr. DuPraw served as member of the facilitation team for multi day annual retreats in which senior EPA staff set goals and objectives for the Superfund Program. Involved agenda development, facilitation, and meeting summary preparation. Dr. DuPraw served as lead facilitator in 1990, guiding and coordinating efforts of a four person facilitation team.

### **Market Stimulation for Recycled Newsprint Focus Group**

Client: U.S. Environmental Protection Agency. Year: 1989. Role: Facilitator. Summary: Dr. DuPraw assisted EPA in convening a focus group to examine ways in which the agency could help alleviate problems with market demand for recycled newsprint. The focus group included members of both the public and private sectors and required a specialized design to encourage candid discussion among parties who were not so inclined due to the risks of divulging proprietary information.

### **Resource Conservation and Recovery Act Permitting Assessment**

Client: U.S. Environmental Protection Agency. Year: 1989. Role: Facilitator. Summary: Dr. DuPraw helped EPA design and conduct an assessment of the potential usefulness of negotiation in RCRA permitting processes. This work involved: (a) developing site selection criteria; (b) identifying specific interviewees; and (c) interviewing the full range of parties involved in RCRA permit applications at two sites. The final report discussed the types of situations in which negotiation might be helpful and factors to consider in formalizing a permit negotiation process.

### **EPA Workshops: Aquatic Populations & Aquatic Communities**

Client: U.S. Environmental Protection Agency. Year: 1989. Role: Facilitator. Summary: Dr. DuPraw facilitated two 2-day workshops for subcommittees of U.S. EPA's Risk Assessment Council. One focused on helping the Aquatic Population Workgroup reach workgroup consensus on the outline for a multi author document on how to conduct ecological risk assessments. The other focused on helping the Aquatic Communities Workgroup reach agreement on their core recommendations.

### **EPA "List of Lists" Work Group**

Client: U.S. Environmental Protection Agency. Year: 1989. Role: Facilitator. Summary: Dr. DuPraw facilitated meetings of the U.S. EPA's work group charged with developing a register of all existing lists of regulated chemicals. Discussion focused on developing inter office agreements on the number of related chemical lists already in existence, the purpose of compiling a master "list of lists," the anticipated audience for it, criteria and design of related systems for managing this master list, lists to be included, and types of information to include from each of these lists.

### **ACUS and EPA Roster Design**

Client: Administrative Conference of the U.S. (ACUS) and U.S. Environmental Protection Agency. Year: 1988. Role: Researcher and Document Writer. Summary: Dr. DuPraw conducted research and analysis to support a joint effort between the Administrative Conference of the U.S. (ACUS) and EPA to design a roster of neutral conflict managers available to assist in resolving disputes involving federal agencies. She provided support in developing an issues and options paper on how to establish the roster, designing administrative forms, preparing an operations manual, and drafting text for a brochure on how to use the roster.

### **EPA Community Relations Managers' Annual Meeting**

Client: U.S. Environmental Protection Agency. Year: 1988. Role: Facilitator. Summary: Dr. DuPraw served as a member of the facilitation team for a 3 day annual meeting of U.S. EPA's community relations managers. Discussion covered regional progress reports, technology for work allocation, implementation of new national policies, and measuring progress.

### **EPA Strengthening the Ecological Component of the Superfund Hazardous Ranking System Conference**

Client: U.S. Environmental Protection Agency. Year: 1988. Role: Facilitator. Summary: Dr. DuPraw facilitated a two day conference on this topic for U.S. EPA. Discussion covered types of ecological threats at Superfund sites, as well as existing and proposed criteria for evaluating these threats. The meeting culminated in development of consensus recommendations on how to strengthen this component of the Superfund Hazardous Ranking System.

### **EPA Technical Assistance Grants Program**

Client: U.S. Environmental Protection Agency. Years: 1986-1988. Role: Project Coordinator. Summary: Dr. DuPraw co managed support for EPA's Technical Assistance Grants (TAG) Program, which is designed to encourage citizen involvement in Superfund clean-ups. She provided work group support and neutral recording services, analyses of policy, regulatory, and legislative issues affecting the TAG program, and worked on developing and revising guidance manuals for the citizens and EPA Regional staff. Dr. DuPraw also helped analyze the need for financial assistance to citizens involved in RCRA permitting and methods to provide such assistance.

### **EPA Preventing Leaks From Underground Storage Tanks (U.S.T) Focus Group**

Client: U.S. Environmental Protection Agency. Year: 1988. Role: Planner and Facilitator. Summary: Dr. DuPraw helped plan and facilitate a focus group and expert panel on this topic convened by U.S. EPA's Office of Underground Storage Tanks. EPA sought input from technical experts, statisticians, and behaviorists regarding ways to motivate states to comply with U.S.T related laws and regulations.

The expert panel's feedback was sought on a draft document dealing with funding mechanisms available to states to deal with leaking underground storage tanks.

### **New Bedford Harbor Superfund Site Citizen Information Committee**

Client: New Bedford Harbor Superfund Site's Citizen Information Committee. Year: 1988. Role: Facilitator. Summary: For several meetings of the New Bedford Harbor Superfund Site's Citizen Information Committee (CIC), Dr. DuPraw developed agendas, facilitated CIC meetings, and developed written meeting summaries. Approximately 23 individuals participated. This series of meetings focused on helping the Greater New Bedford Environmental Community Work Group establish protocols for working together collaboratively, as well as facilitating meaningful dialogue between technical experts working on site cleanup and members of the community.

### **Michigan Groundwater Policy Conflict Assessment**

Year: 1984. Role: Assessor. Summary: Dr. DuPraw conducted a conflict assessment to identify potential consensus building opportunities in Michigan's groundwater policy arena. This effort involved numerous telephone interviews with key opinion leaders from many State agencies, non-profit organizations, and industry. As a result of her assessment, Dr. DuPraw developed recommendations for consensus building efforts among key State opinion leaders regarding State groundwater contamination problems.

### **Consensus-Building on Wilderness Management Recommendations**

Year: 1984. Role: Facilitator and Researcher. Summary: Dr. DuPraw assisted the University of Maryland Resource Planning and Conservation School in conducting a residential summer program on wilderness management in New Hampshire's White Mountains. Participants were undergraduate students in the Resource Planning and Conservation School of the University of Maryland. Dr. DuPraw facilitated development of consensus recommendations on the management of Wilderness Areas in the White Mountains National Forest (NH) by participants in the University of Maryland Resource Planning and Conservation School.

## **Other Experience**

### **Nova Southeastern University, Fort Lauderdale, FL**

Years: 2013 to present. Role: Graduate Assistant. Summary: Responsible for assisting with qualitative research study on a collaborative approach for managing Rookery Bay in Southeastern Florida to meet ecosystem and human needs. Dr. DuPraw is a member of a four-person research team whose current focus is on conducting a literature review to serve as a key input to the design of a collaborative mechanism for involving community members in water-related decision making.

### **SRA International, Inc., Fairfax, VA**

Years: 2008 to 2012. Role: Principal / Senior Facilitator / Senior Mediator. Summary: Responsible for providing facilitation, mediation, collaborative problem solving, public involvement, training, coaching, and management consulting on consensus-building approaches for environmental, public health, and other public policy issues. Conducts related business development activities (proactive marketing; proposal writing; publishing articles on cutting edge projects, presenting at conferences).

### **RESOLVE, Washington, DC.**

Years: 2002 – 2008.

Role: Office Director, Washington, DC Office. Summary: Responsible for managing hiring, professional development, business development, workload allocation, employee releases, and budget for office of up to 24 professionals.

Role: Senior Mediator. Summary: Responsible for providing project management, facilitation, mediation, training, consulting, and coaching for environmental and public policy controversies of the highest degree of complexity and visibility, as well as related business development and marketing activities.

**California Center for Public Dispute Resolution (now “Center for Collaborative Policy”), Sacramento, CA**

Years: 1999 – 2002.

Role: Associate Director. Summary: Responsible for recruiting, hiring, supervision, and capacity building for a staff of 6 and a network of approximately 20 contractors.

Role: Senior Mediator and Program Manager. Summary: Responsible for providing project management, facilitation, mediation, training, consulting, and coaching for environmental and public policy controversies involving complex, science-intensive issues, large numbers of parties, and multi-year timelines.

**RESOLVE, Washington, DC**

Years: 1997 – 1999. Role: Senior Mediator. Summary: Responsible for providing project management, facilitation, mediation, training, consulting, and coaching for environmental and public policy controversies of the highest degree of complexity and visibility, as well as related business development and marketing activities.

**National Institute for Dispute Resolution, Washington, DC**

Years: 1995 – 1997. Role: Program Director. Summary: Responsible for project management, grant writing, facilitation, training, coaching, technical assistance, and writing services to promote the use of alternative dispute resolution as a strategy for achieving sustainable communities.

**Program for Community Problem Solving, Washington, DC**

Years: 1992 – 1995. Role: Senior Associate. Summary: Responsible for management, facilitation, training, coaching and technical assistance, and writing services to encourage the use of collaborative approaches for addressing policy issues at the city and county levels of governance.

**Conflict Clinic, Inc., Institute for Conflict Analysis and Resolution, George Mason University, Fairfax, VA**

Years: 1990 – 1992. Role: Associate. Summary: Responsible for project management, facilitation, training, coaching and technical assistance, and writing services to encourage the use of collaborative approaches for addressing environmental and policy issues.

**ICF Technology, Incorporated, Fairfax, VA**

Years: 1987 – 1990. Role: Senior Associate / Associate. Role: Team Member, Public Involvement / Alternative Dispute Resolution Team. Summary: Responsible for providing facilitation, public involvement, training in alternative dispute resolution, policy analysis, and writing services for a wide range of EPA programs.

**Natural Resources Defense Council, Washington, DC**

Years: 1986 – 1987. Role: Water Resources Specialist and Forestry and Agriculture Intern. Summary: Conducted policy research, evaluation and writing in support of two programs -- Water Resources and Forestry and Agriculture. Evaluated best management practices for non-point pollution control. Researched wildlife habitat needs and best practices for specific wildlife management challenges in support of forest plan appeals. Researched agricultural tax policy and co-authored articles about how tax policy could be used to encourage conservation in the context of the Farm Bill.

**University of Michigan. School of Natural Resources, Environmental Conflict Project**

Year: Spring of 1985. Role: Research Assistant. Summary: Conducted a conflict assessment to identify potential consensus building opportunities in Michigan's groundwater policy arena. This effort involved

numerous telephone interviews with key opinion leaders from many State agencies, non-profit organizations, and industry. As a result of her assessment, Dr. DuPraw developed recommendations for consensus building efforts among key State opinion leaders regarding State groundwater contamination problems.

### **University of Maryland, Resource Planning and Conservation School**

Year: Summer of 1984. Role: Teaching Assistant. Summary: Assisted Professor Fred Kuss in conducting a residential summer program on wilderness management in New Hampshire's White Mountains. Participants were undergraduate students in the Resource Planning and Conservation School of the University of Maryland. Dr. DuPraw facilitated development of consensus recommendations on the management of Wilderness Areas in the White Mountains National Forest (NH) by members of the University of Maryland Resource Planning and Conservation School.

### **Santa Cruz Metropolitan Transit Company**

Years: 1980 – 1983. Role: City Bus Driver. Summary: Responsible for safely operating several styles of city passenger bus, from full size to handicapped access vehicles. Transported passengers on routes all over the county, navigating winding mountain roads, city streets, and coastal highway.

### **Colorado State University / US Fish and Wildlife Service**

Year: Summer of 1980. Role: Research Assistant. Summary: On data collection team for a study of bobcat habitat. Involved radio-tracking bobcats from horseback in Colorado. Principal Investigator was from Colorado State University; project was funded by the U.S. Fish and Wildlife Service.

### **Good Times Entertainment Weekly (Newspaper)**

Year: Summer of 1979. Role: Proofreader. Summary: Responsible for proofing weekly newspaper before it went to press.

### **Utah Wilderness Society**

Year: Summer of 1978. Role: Intern. Summary: Responsible for assisting with inventory of roadless areas in Utah's Wasatch Mountains and making written recommendations regarding their protection as wilderness areas under the USFS Roadless Area Review and Evaluation-II (RARE-II). Involved backpacking in rugged and remote areas and effective writing for advocacy purposes.

### **California Youth Conservation Corps**

Year: Summer of 1977. Role: Trail Crew Leader. Summary: Responsible for a team of 10 high school students building trails and footbridges in Nicene Marks State Park (Aptos, CA). Provided them with instruction, guidance, and supervision and ensured their safety in use of equipment such as chain saws.