



Jody provides neutral third-party mediation, facilitation, training and general conflict management services to resolve highly technical conflicts, generate consensus, build coalitions and networks, and guide strategic planning in several issue areas: environmental planning, health, renewable energy, water quality and hydro facility re-licensing. Jody designs and conducts various processes including advisory stakeholder committees, public meetings, stakeholder feedback sessions, strategic planning sessions, and scientific advisory groups and assists a broad range of stakeholders including citizens, business owners, state and federal agencies, local municipalities and local and national non-profit organizations.

Mediation and Facilitation Experience by Process Type

- [Public/Stakeholder Engagement](#)
- [Stakeholder Groups \(Task Force, Consensus\)](#)
- [Assessments \(situation, conflict\)](#)
- [Improving Collaborative Efforts & Organizational Development](#)
- [Training](#)
- [Electronic Polling](#)

Public/Stakeholder Engagement

California State University, Channel Islands (CSUCI), School of Business – Stakeholder Feedback on a Business Program in Santa Barbara

CSUCI MBA program outside Santa Barbara had intermittent/unsustainable participation; last year the program was suspended until decisions could be made about whether to have the program there, what type, and the level of commitment. Jody helped design the stakeholder input process to provide decision makers with data on whether a business program is needed or wanted in the Santa Barbara area, what type of program, and why it hasn't been attended. A survey was developed and sent to all alumni and current students; and there were three stakeholder meetings: Santa Barbara community; Santa Barbara alumni; and current students in the program on the Camarillo campus. (2019-present)

California State University, Channel Islands (CSUCI), School of Education – Collaborative Online Doctorate in Education Leadership (CODEL) Program Benefits and Challenges.

CSUCI conducted five unique stakeholder group sessions to gather information on the benefits and challenges of the CODEL program. The data gathered was provided to CSUCI leadership for their deliberations and decision regarding the future of the CSUCI's CODEL MOU with Fresno State. Jody designed and facilitated the focus groups for: CSUCI CODEL faculty (in person); CSUCI staff (in person); and 3 student groups (all online/web calls). (2019)

California State University, Channel Islands (CSUCI), School of Education – New Teachers Ready-Day-One Evaluation Tool

To build a community-based school of education, CSUCI used grant funding to engage stakeholders to identify the critical competencies any graduating CSUCI-Ed student should have day-one. Jody designed and facilitated three rounds of workshops for five unique stakeholder focus-groups to generate the priority competencies for new teachers on day-one: Round 1, initial input on what should be included; Round 2, specific input on differentiated instruction competencies; and Round 3, input on the draft rubric. Stakeholder groups included: superintendents; principals; CSUCI teachers; CSUCI graduates; mentor

teachers; Ventura County Office of Education representatives; and parents. Jody also designed and facilitated the subsequent cross-stakeholder town-hall meetings to provide more specific input on the needs and competencies of differentiated instruction to help CSUCI build an education program and assessment tool. (2018-2019)

Denver s & Recreation and Downtown Denver Partnership – Public Meeting for The Outdoor Downtown

Jody facilitated two public meeting to review priority areas of need for the outdoor spaces in downtown Denver. (2015, 2016)

Statewide Engagement on the State’s Fiscal Future, Engagement in Primaries and Initiative Process – Colorado

This statewide engagement effort was initiated by a private bi-partisan group of current and former influential politicians and public servants who wanted to engage people across the state as a path to a better State. In 30 local meetings across the state, community leaders were invited to address three big issues facing the state: State’s fiscal future/cliff; engagement of unaffiliated voters in the primary elections; and the ease with which the constitution can be amended that resulted conflicting amendments (and lead to the fiscal cliff). Jody led a team to design, recruit, facilitate, and summarize 27 community meetings. Issues included: unattainable fiscal policy; increasing unaffiliated voters with decreasing involvement in the primary process; and the ease with which the state constitution can be amended leading to conflicting provisions. (2015)

Adams 12 School District – Public Meetings

Jody facilitated public meetings to gather values from the community and their input on whether to focus bond funding on addressing growth or addressing repair/maintenance. The public also provided input on a priority elements for funding if there is a mill levy override (categories like: staffing, programs, instruction materials/technology, optimizing current facilities/repair & maintenance). (2014)

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Boulder Valley School District (BVSD) – Community Values Meetings

Jody designed and facilitated BVSD’s six public Community Values meetings. These meetings helped identify community priority categories/elements and values in relations to a proposed bond measure for 2014 elections. The public prioritized investments in: additions/renovations for programs (new and existing); creating innovative learning spaces; repairs/maintenance; fitness and physical development; district-wide air conditioning; energy efficiency and greener building; and meeting and training spaces. Participants took a survey, wrote the most and least important on index cards and discussed these in small groups with volunteer facilitators. (2014)

Sustainable Forestry Initiative, Inc. (SFI) – Public Meetings (8) Review Standard

Jody designed and facilitated SFI’s public standard review meetings across the county. The SFI certification is recognized around the world as a sign one is buying wood and paper products from sustainably managed forests in North America. To stay current with the forest management practices, International Standards Organization, International Labor Organization, and LEEDS, among others, the standards for certification are reviewed and revised every 5 years. Participants in the standards review meetings included producers, supplies, conservation groups, and federal and state agencies. Tasks included agenda development, stakeholder interviews, meeting facilitation, and note taking and meeting summary development. (2009 & 2013-2014)

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Colorado Department of Transportation (CDOT) - I25 North Managed Lanes & Possible Funding Opportunity Meetings (business and elected officials)

Jody designed and facilitated two CDOT Region 4's meetings to gather input from elected officials and businesses on the Preferred Alternative, timetable, and what is needed to take action sooner - to entice private investment, and to be more competitive a corridor for funding opportunities. (2013)

Colorado Water Conservation Board & Colorado Department of Water Resources - Fallowing-Leasing Pilot Project Criteria and Guideline Development

Jody facilitated Colorado Water Conservation Board and Colorado Department of Water Resources' input meetings to provide input and revised draft criteria and guidelines for a pilot project for fallowing-leasing land (initiated by House Bill (HB) 13-1248). (2013)

Commerce City – Quality Community Initiative, Public Meetings (8)

Jody facilitated seven interactive public meetings and one business meeting to gather input from Commerce City residents and business owners on their priority projects across transportation, city infrastructure/buildings, storm-water, parks & trails, recreation and arts & culture areas to improve the city. Participants also provided input on various funding mechanisms including impacts fees, trash collection fee, improvement districts, entertainment tax and others. (2012)

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TBD Colorado – Regional Stakeholder Meetings (3)

Jody facilitated regional meetings for TBD Colorado process; a nonpartisan, collaborative effort designed to create informed and constructive conversations among Coloradans about some of the biggest issues facing the state, including the State budget, health, education, transportation and the State workforce. The process included regional meetings in the 40 Colorado regions. Jody facilitated two meetings each in 5 regions; meetings included up to 50 invited participants each (Jody was one of the only facilitators that facilitated combined regional meetings doubling the size of participants). The meetings focused on information sharing, small group dialogue, and electronic polling to gauge interest and issues related to the issues and large group discussion. (2011-2012)

Harris County Public Health and Environmental Services Department (Houston, Texas) - Pandemic Preparedness, Public Meetings

Jody co-led a team of fourteen staff to help Harris County design and conduct eight public meetings and one meeting with community-based organizations to carefully consider the allocation of resources during a pandemic – vaccines, ventilators and antiviral medication – that would likely be scarce. The public meetings drew nearly 800 community members. Leaders in Harris County Public Health and Environmental Services use the input to finalize draft plans for pandemic preparedness (2011).

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Center for Disease Control and Prevention (CDC) - H1N1 Vaccination Program Level of Effort Public Input Process

This was a national public engagement process to help CDC develop guidance for local, state, federal and private health organizations as they decided how to meet the challenge of the H1N1 virus in the fall and winter flu season 2009/10. The processes included ten public meetings (nearly 1000 attendees), two web

dialogues (200 attendees), and one stakeholder meeting. Jody facilitated four public meetings and both web dialogues. She assisted in design of agendas and materials, managed staff tasked with logistics and recruiting, and facilitated the meetings. The meetings were, at times, very contentious regarding vaccine safety and trust in government. (2009)

Centers for Disease Control and Prevention (CDC) - State Pandemic Influenza Planning – Nebraska and Minnesota

Jody, lead facilitator, assisted two concurrent processes in Midwestern states to develop and implement public involvement and/or advisory committee meetings; the processes created state-level policy on pandemic influenza response. Nebraska looked at tribal and state interactions and responsibilities during a pandemic event and developed recommendations for state policy and a memorandum of agreement on roles and responsibilities with state, county, and tribal health officials. Minnesota investigated whether rationing scarce treatment resources at the moderate risk level should be random or rationed by age, and if by age, which age groups should be prioritized. Minnesota also considered the three basic objectives that would drive any state-level decisions during a pandemic and their prioritization, if any. The three objectives were: reduce flu deaths; protect basic infrastructures; and/or be fair. Tasks included planning public engagement meetings, facilitation, electronic polling, registration (electronic and phone), and meeting logistics. (2008-2009)

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Centers for Disease Control and Prevention (CDC)- Vaccine Prioritization Process

Jody assisted the CDC, Health and Human Services, NACCHO, ASHTO and the interagency task force to gather public input on planning for a pandemic outbreak of influenza and prioritization of initial vaccines. Actions included agenda design for public and stakeholder meetings, logistical support for community meetings (100 people each) around the country, as well as design and execution of electronic polling program for prioritizing vaccination goals, materials production, facilitation of meetings and draft meeting summaries. (2007)

Department of Energy – National Interest Energy Transmission Corridors (Section 1221) of the Energy Policy Act of 2005, Public Meetings

The Energy Policy Act of 2005 mandated designating National Interests Energy Transmission Corridors (NIETC) that would require states to make decisions on proposed transmission siting within one year or the decision would be remanded to the Federal Energy Regulatory Commission (as back-stop authority). Jody facilitated seven public input-meetings on NIETC process and proposed designated corridors. The public commented on how designating corridors will help accelerate existing transmission and siting processes, and how the designation criteria should be applied, including definitions of congestion areas and corridors. (2006)

Centers for Disease Control and Prevention (CDC) – National Health Goals

Jody was part of the team that designed and implemented a public involvement process to help senior CDC leadership align their budget with the nation’s most important public health problems. Public meetings were held in Washington, D.C.; Little Rock, Arkansas; Oakland, California; San Antonio, Texas; Boston, Massachusetts; and a national tribal meeting in Denver, Colorado. (2006)

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Department of Energy and Bureau of Indian Affairs - Study of Tribal Compensation of Right-of-Way (Section 1813) of the Energy Policy Act of 2005, Public Meetings (3)

The 2005 Energy Policy act mandated the Department of Energy (DOE) and Bureau of Indian Affairs (BIA) to conduct a study on compensation for electric transmission right-of-ways on tribal lands. Jody led a team to assist DOE and BIA design, facilitate and summarize a series of public input meetings. The study addressed four elements – an analysis of historical evaluation; recommendations for appropriate standards and procedures for determining fair and appropriate compensation to Indian tribes for grants expansions, and renewals of energy rights-of-way on tribal land; assessment of tribal self-determination and sovereignty interests implicated by applications; and analysis of relevant national energy transportation policies relating to rights-of-way on tribal lands. Public meetings included a scoping meeting (2 days) with presentations, discussions, open comment periods, written comment forms, written sticky-note exercises for quick thoughts, and one-on-one conversations with DOE/DOI staff that were recorded on sticky-notes; a second narrowly focused scoping meeting (2.5 days); and a final meeting for comments on the draft study (1 day). (2006)

Department of Energy - Geothermal Public Listening Session on Section of the Energy Policy Act of 2005

Jody designed and facilitated the Public Listening Session for Bureau of Land Management and Forest Service to gather information and suggestions regarding implementation of the geothermal sections of the Energy Policy Act of 2005. Particularly, to gather suggestions that address: how the Act should be implemented to facilitate continued geothermal development; what are the priority sections to implement in the near term; what concerns there are with how the provisions of the Act might be implemented; and how implementation concerns can be addressed. (2005)

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US Fish and Wildlife Service - Rocky Flats National Wildlife Refuge

Jody co-facilitated interagency meetings, public meetings and internal meetings for the U.S. Fish and Wildlife Service as the agency developed a Comprehensive Conservation Plan and Environmental Impact Statement for the proposed refuge. She also built and maintained a database of interested members of the public, interest groups and agency contacts. (2002-2005)

Denver HIV Resources Planning Council – Retreat and Public Meetings for Priority Setting

Jody co-facilitated and designed a two-day Planning Council retreat and the three community meetings for priority setting and resource allocation to disperse congressional funds from the Ryan White Care Act to HIV services in Denver. Jody drafted and finalized a report detailing the outcomes and describing the process that led to those results. (2001, 2002, 2003)

**Public engagement was also included in several of the stakeholder processes, including Desert and Southern Rockies Landscape Conservation Cooperative, I-70 East Preferred Alternative Collaborative Team, South Broadway NEPA Process, Roadless Area Review Task Force (see below)*

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Stakeholder Groups (Task Force, Consensus, Strategic Planning)

SERI/R2 Solutions– Electronic Recycling Standards Review and Guidance Document Development

Jody works with SERI/R2 Solutions’ Technical Advisory Committee (TAC) to review and revise the R2 Standard and Guidance Document. The R2 Standard sets forth requirements relating to environmental, health, safety and data security aspects of electronics recycling. The R2 Standard promotes adoption of environmentally responsible practices throughout the electronics recycling industry. R2 certification ensures the selection of reputable electronics recycler that adheres to the highest industry standards; and manages materials in an environmentally friendly and data secure manner. (2011- 2013, 2015-present)

Regional Transit District (RTD) – Access-a-Ride Paratransit Advisory Committee (APAC)

Jody, lead facilitator, assists the RTD’s APAC group. The Committee provides input on the Access-a-Ride service to: improve the quality and accessibility; advance the needs of those who require the service; maximize services through planning; strengthen communication between RTD and advocates for the need of Access-a-Ride customers; and ensure meaningful community input. APAC meets six times a year. (2019-present)

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Arapahoe County – Board of Commissioners Strategic Planning Effort

Jody works with the Board of Commissioners to establish a clear set of priorities going forward (review/revise existing) in the time of tightening budgets, and identify and develop a plan to achieve/complete a set of specific needs (budget stressors, or desired items – “where they want to go” items). The process also included input from and then inclusion of the Leadership Team (all Department Directors and elected leadership). (2020-present)

Arapahoe County, Transportation Forum – Transportation Priorities and Funding

With the failure of Statewide transportation ballot initiatives for funding in 2018 and 2019, Counties and Cities still have transportation infrastructure needs (capital and maintenance) and little funding. Jody is working with the Forum, comprised of all municipalities and jurisdictions within Arapahoe County, to determine if they want to seek a new county-wide funding source for transportation priorities – decide whether, and if yes, the governance, source, and distribution of funds. The Forum was initiated for the DRCOG Dual Model to determine TIP funding (completed August 2019). (2019-present)

Colorado Department of Transportation - US85 (I-76 to 124th) Technical Advisory Committee

Jody, public involvement lead, is working with local agency stakeholders to review, revise and evaluate system alternatives to improve US 85 corridor, a major north-south connector (Denver to Greeley), between Interstate 76 and 124th Avenue. Issues include: improved regional and local mobility, connectivity, including railroad impacts. Stakeholders include: Adams County, City of Brighton, Commerce City, City of Thornton, Denver Regional Council of Governments, Regional Transportation District (transit), Colorado Department of Transportation, and Federal Highway Administration. (2017-present)

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Arapahoe County – Stakeholder Feedback Meetings on 2019 Election process

Jody facilitated meetings with city/town clerks, special districts, and party chairs to collect feedback on the 2019 election process and suggestions for future elections to improve the partnership, equity, credibility and efficacy of the election process. (2020)

US Fish and Wildlife, Realty Division – Considering the Future

The Chiefs of the National Wildlife Refuge System asked the Realty Division Chief to lead a team to develop a recommendation for how the Realty program could be restructured to efficiently meet the Service's needs in the future, particularly as it faces hiring freezes and budget uncertainties. Jody designed and facilitated the team, and drafted their recommendation. The team included Realty Division Specialist or Officers, Refuge Supervisors or Deputy Chiefs from all eight FWS regions, and the Realty Division Chief. They built agreement on recommended actions that could be undertaken now to increase efficiencies within the current structure, as well as a possible restructured Realty Division. This recommendation was presented to the Refuge Chiefs in May. This project included a four-day meeting and conference calls to edit the draft recommendation document. (2018)

Lakewood – City Council, Policy and Procedures Manual Revision Process

Jody is working with the Lakewood City Council to design and facilitate a process to revised their Policies and Procedures Manual. The work began with interviews with the Council to identify the areas of biggest concern or need for revision. The Council decided to begin revisions on the three key areas/sections of concern (based on the interviews). (2017-2018)

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South Adams County Water and Sanitation District (SACWSD) – Water Harness Stakeholder Group

SACWSD worked with stakeholders to develop a long-term strategy for water hardness in their water supplies. Jody, lead facilitator, designed and implemented an open and transparent public participation effort to develop a strategy to address water hardness in the District that balanced treating hardness with managing customer costs. This effort included monthly committee meetings, and public meetings prior to the committee's final agreement on a recommendation to the District Board. SACWSD broke ground in 2019 on a facility recommended by the Stakeholder Group. (2017)

City of Northglenn – Leadership Staff, Strategic Planning

Jody, lead facilitator, designed and facilitated the leadership team's strategic planning retreat. At the retreat the team developed a set of things to drive and lead decision-making (mission, values, goals, and objectives); they built a common decision-making structure for all staff and City Council to understand where they are headed and why. The product from this retreat will be refined and then reviewed/ revised and adopted by City Council early 2018 and used to lead 2019 budget development. (2017)

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School District 27 Joint – Mill Levy Override Committee (QSI_2.0)

In 2013 Jody designed and facilitated the 27J's Quality Schools Initiate committee who recommended the school district put both a bond measure and a mill levy override on the 2014 ballot. The Superintendent recommended only seeking a bond measure on the ballot; it failed by a small margin. In 2015, the School District put a bigger bond measure on the ballot; it passed. The School District's operational needs still existed and had grown over three years. In 2017, Jody helped the QSI_2.0 stakeholder committee to discuss

and recommend a possible mill levy override, balancing how much is needed with voter appetite/willingness; it did not pass. (2017)

Geothermal Resources Council (GRC) – Strategic Plan Process

Jody designed and facilitated the GRC Board as they developed a clear strategy to be more effective, efficient, strategic with time and resources. The Plan included: vision, mission, goals, values, objectives and strategies. The GRC is a geothermal industry association committed to advancing geothermal development through education, research and outreach. (2015-2016)

Aurora Economic Development Council (AEDC) – Strategic Planning Meeting

The Executive Committee of AEDC met to develop a list of additional, targeted projects for the following year on economic development, marketing, and legislative efforts. (2013, 2014, 2015)

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Metro Mayor Caucus & Metro Area County Commissioners - Urban Renew Authorities/Tax Increment Financing Dialogue

Jody conducted a situation assessment, including recommendation on next steps, for the on-going URA/TIF Mayor/County dialogue to improve transparency, equity and accountability in URA and TIF decision-making processes. Jody conducted interviews with a sub-set of mayors, county commissioners, as well as representatives from their advocacy organizations or associations (Colorado Municipal League; Colorado Counties, Inc.). (2015)

Colorado Department of Transportation - Clear Creek Wetland Mitigation Project Leadership Team (CCM-PLT)

CDOT, working with the CCM-PLT, developed a plan to create wetland mitigation acres in the Clear Creek watershed for current and future transportation projects in the watershed. The CCM-PLT was a team of technical representatives from Trout Unlimited, Clear Creek Watershed Foundation, Clear Creek County Land use, Forest Service, Colorado Parks and Wildlife and CDOT. The CCM-PLT balanced interests to create wetland mitigation acres, improve fish habitat and water quality, and public access. (2014-2015)

Adams 12 School District – Strong Schools Strong Communities Panel

The 25-member panel of teachers, administrators, parents, residents, and business interests built agreement on a recommendation to the Superintendent to seek a 2014 bond initiative, including what it would fund to best address current and future needs. Later, the group was reconvened when the Bond initiative failed in the election and the District wanted to their input on whether to use Certificates of Participation to fund the minimum capital maintenance needs, and what they considered was the minimum need versus the added debt. (2014; 2015)

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School District 27Joint - Quality Schools Initiative Committee

The 43-member committee built a consensus recommendation on whether and if so what would be included in a bond and/or mill levy override on the 2014 ballot in order to address capital construction, capacity and operational changes for a great 27j school district 27j. Members include: parents, students, staff, charter schools, community residents, businesses, and various 27j committees. Jody, as lead mediator, designed and implemented the six-meeting process. Issues included tradeoffs between what

makes a great school district (space and operations) and what bond and/or mill levy override funding amount is passable in the next election. Only a bond was put on the 2014 ballot; it failed. 27j tried a bigger bond in 2015; it passed. (2013-2014)

Northeast Climate Science Center (NSCSC) – Stakeholder Meetings

Jody assisted the NSCSC to design and implement two public outreach meetings. The meetings gathered input to help the development of the NECSC science plan and governance and outreach structure. The planning was informed by an assessment of over 30 key stakeholders view, interests, concerns and science needs. (2012-2013)

Commerce City - Sales and Use Tax Focus Group Meeting

Jody helped Commerce City convene key stakeholders to clarify a section of the tax code. The focus group met to understand, review and recommend clarification of language. (2012-2013)

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Southwest Climate Science Center (SWCSC) – Stakeholder Prioritization Setting Process

Jody facilitated the Stakeholder Advisory Committee and the 2012 Science Workshop as they developed priority research themes and descriptions for 2012. The SWCSC mission is to provide scientific information, tools and techniques to anticipate, monitor and adapt to climate change. Participants included federal, state and tribal land agencies and research institutions (universities and federal). (2012)

US Fish & Wildlife & Bureau of Reclamation - Landscape Conservation Cooperatives – Desert and Southern Rockies

Jody, lead facilitator, helped to form two Landscape Conservation Collaborative stakeholder groups (LCC). The process included facilitation of a series of outreach and interim steering committee meetings. She led the effort for the Southern Rockies LCC and advised on the Desert LCC. LCCs are management-science partnerships addressing climate change and other stressor at a landscape scale. LCCs provide opportunities to develop, access and share applied science; and leverage funding, information and technical expertise for applied science projects. The LCCs are part of a nationwide U.S. Department of Interior initiative. The U.S. Bureau of Reclamation and the U.S. Fish and Wildlife Service are serving as co-leads in standing up the Desert and Southern Rockies LCCs; the LCCs will involve federal, state, tribal, academic, non-governmental, and private sector stakeholders. (2010-2012)

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US Fish & Wildlife - Landscape Conservation Cooperative (LCC) – Great Plains

Jody led the assessment and facilitation of two Great Plains LCC Steering Committee meetings. Jody conducted a series of interviews with all Steering Committee members prior to each meeting to gather information on items for discussion and prepare for several agenda items. (2011-2012)

Western Governors Association (WGA) - State Transmission Siting Workshop

Jody facilitated the WGA workshop to review recommendations and rank possible actions (targeting specific process management and policy issues to shorten the length of time to site and permit without affecting the integrity of the process). This workshop resulted in a short action plan for continued work and collaboration and authorization for the creation of a State Siting Task Force to address process improvements and information sharing between western states. (2012)

Colorado Department of Transportation - I70 East Preferred Alternative Collaborative Team (PACT)

Jody, lead mediator, convened and facilitated the PACT, a group of representatives from four surrounding jurisdictions, federal and state agencies, residents, businesses, and interested advocacy organizations. The PACT worked to build a recommendation on a preferred alternative for the Interstate 70 corridor between Interstate 25 and Tower Road, including the failing viaduct. Issues included: neighborhood and business impacts (past, current and future), residential and business access, mobility and safety, environmental justice, economic development, and bridge construction and maintenance. During the convening phase Jody conducted interviews with over 50 interested and impacted parties, completed an assessment report outlining the best steps to convene the PACT, and designed a process to credibly select community representatives from a broad range of communities with varying levels of organized neighborhood associations. The PACT reached agreement on current alignment, but did not agree whether to build the first new section of bridge to the north or south. The PACT did give CDOT clarity on the trade-off choice: start north and take a large tax contributor to the city; or start south and take an elementary school in a low income/minority neighborhood previously impacted by the original building of the bridge. This clarity helped CDOT decide to lower the roadway, allowing for a lid to extend the school's playground and take neither facility. (2009-2011, 2013 update meeting)

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Environmental Protection Agency, D.C. - Sustainable Financing of Municipal Recycling Dialogue

Jody served as the co-facilitator for a national dialogue convened by the U.S. Environmental Protection Agency to identify options for sustainable financing of recycling of packaging material. Representatives of state and local governments, manufacturers and retailers, and environmental and community-based organizations considered a variety of approaches to funding and managing the nation's recycling system. Jody's work involved all aspects of process design, agenda development, facilitation, and leading a working group on optimizing the system. (2010-2011)

Environmental Protection Agency (Region 8) & US Army Corps of Engineers - Collaborative Approach to Water Supply Permit Evaluations

Jody assisted the Corps of Engineers, the Environmental Protection Agency, and the State of Colorado work together to reach agreement on how to more smoothly administer the NEPA permitting process for Front Range water supply projects. Difficulties existed over defining purpose and need, the range of alternatives, type and level of technical studies to be conducted, and what mitigation is required. Accordingly, the three agencies agreed to work collaboratively on methods, processes, or agreements that might introduce more consistency into the system, reduce time and costs to the applicants and agencies, while attempting to meet each agency's goals and objectives. (2011)

Harris County Public Health and Environmental Services Department (Houston, Texas) - Alternative Standards of Care and Care Sites, Stakeholder Meeting

Jody, senior facilitator, co-led the design, orchestration of logistics and facilitated the meeting of one hundred agency and community leaders to plan for alternative methods during a severe influenza pandemic. The meeting helped gather input on allocation of roles and responsibilities during a pandemic, and shared plans for Harris County's response to a pandemic. (2011)

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Oil and Gas Reclamation Technical Working Group

Jody was the lead facilitator for a Technical Working Group initiated by an environmental organization and an oil and gas association. The Working Group was comprised of representatives from the oil and gas industry and environmental conversation field. The Group's purpose was mutual education and information sharing regarding current reclamation in their state, identification of best reclamation practices, and practical changes needed to achieve effective reclamation. (2010-2011)

Colorado Governor's Forest Health Advisory Council.

Jody facilitated one Colorado Forest Health Advisory Council meeting. The Council was created in 2008 by Colorado Governor Bill Ritter to coordinate and lead efforts to address threats to the State's 24 million acres of forestland. Objectives of the Council included restore and protect forest health, ensure consensus-oriented management and decisions that contribute to local economic sustainability (including private sector opportunities), and help create fire-resistant communities. The Council was comprised of state and federal agencies, local government, non-government organizations, forest industry, water providers and academics. (2010)

Colorado Department of Transportation - I-70 Mountain Corridor Collaborative Effort

Jody served as part of the facilitation team for this 27-member group that included representatives of different interests in the 144-mile corridor, including local governments, highway users, transit, environmental, business and recreation, as well as state and federal agencies. After over 10 years of disagreement, this effort built consensus among corridor stakeholders on a recommended alternative for a multi-modal solution to the increasing congestion in the mountain corridor between Denver and Glenwood Springs. (2008)

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National Oceanic and Atmospheric Administration (NOAA) - Bottlenose Dolphin Take Reduction Team Meetings

Jody co-facilitated meetings of the Bottlenose Dolphin Take Reduction Team pursuant to §118 of the Marine Mammal Protection Act to address both short and long-term goals with regard to the take reduction plan for Bottlenose Dolphins, an endangered species. Meetings took place yearly and include National Marine Fisheries scientists, fishermen and environmental advocates. (2006-2012)

Boulder Valley School District - Foothill Elementary School, Safety During Drop-Off and Pick-Up

Jody, lead facilitator, assisted the stakeholder group comprised of parents, neighbors, school staff, and the City of Boulder to develop non-engineering (crossing guards, crosswalks, map of preferred parking, etc.) and engineering (infrastructure) solutions to safety issues related to student pick-up and drop-off. (2009)

Washington Department of Transportation - 520 Bridge Replacement Impact Plan

Jody co-mediated a dispute on rebuilding the state highway 520 roadway and bridge across Lake Washington between Bellevue and Seattle. She helped convene and facilitate the stakeholder group, comprised of federal, state and local stakeholders, to develop three viable alternatives for inclusion in a supplemental environmental impact statement. (2007-2008)

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US Forest Service - Joint Fish and Fire Workshop for Managers and Researchers

The purpose of the workshop was to identify issues managers face, before and after fires, managing fish in ecosystems prone to fire, and how to improve the use of research. The workshop included managers' identification of needs/problem statements where researchers could help decision-making, and researchers and managers discussing better methods for science delivery. (2007)

City/County of Denver - South Broadway NEPA Process, Citizen Consensus Committee

Jody facilitated the stakeholder and public involvement effort for the City and County of Denver's NEPA study along South Broadway, a major arterial at the intersection of an interstate highway where a large redevelopment project had been approved. The Citizen's Consensus Committee was comprised of neighborhood and business organizations, state and local agencies, and interest-groups. The Committee built a consensus recommendation on a roadway solution that addressed transportation needs while protecting neighborhood character and encouraging transit. Issues also included brown field redevelopment, impacts to surrounding neighborhoods, interstate highway, light rail and bus transfer station, and environmental concerns. (2005-2007)

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Department of Energy - National Geothermal Collaborative

Jody assisted the National Geothermal Collaborative (NGC) comprised of representatives from Forest Service, Bureau of Land Management, Department of Energy, White House Task Force on Environmental Streamlining, National Conference of State Legislatures, and industry, utility, environmental and tribal organizations and academia. The purpose of the NGC was to advance the development and use of geothermal heat and power in the U.S. by identifying issues that impede the use of geothermal technologies, establish dialogues with key stakeholders, and catalyze activities to overcome obstacles to appropriate development. Responsible for logistics, stakeholder communication, meeting summaries and other support functions. Analyze consensus recommendations and documents from other renewable energy collaborative groups for inclusion in the NGC deliberations. (2002-2006)

Colorado Roadless Areas Review Task Force

In 2006, the Colorado Roadless Areas Task Force submitted recommendations to the Colorado Governor for the State of Colorado's petition on the Roadless Area rule for the US Forest Service Lands. Jody was part of the facilitation team that designed and implemented the process including facilitation and summarization of all the Task Force deliberations, development of an issues assessment tool to define the critical issues and possible solutions, communication with Task Force members between meetings, and the public meetings across the state. (2005-2006)

Bureau of Land Management and US Forest Service - MOU on Geothermal

Jody assisted the Bureau of Land Management (BLM) and the Forest Service (FS) develop a national MOU, as stipulated in the Energy Policy Act of 2005, which (1) established an administrative procedure for processing lease applications, (2) outlined a 5-year program to lease lands in the National Forest System, (3) established a program for reducing the lease application backlog in both agencies by 90% within 5 years and (4) designed a joint BLM/FS data retrieval system for applicant information. In addition, the MOU addressed a mechanism for supplying resources for the FS for implementation of the Act. (2005-2006)

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Minnesota Department of Transportation - St Croix River Crossing Problem-Solving Stakeholder Group

In March of 2012, Congress passed and the President signed legislation exempting a new bridge across the St. Croix River from the Wild and Scenic River Act. This was the last step in a decades-long effort to improve transportation in Stillwater, Minnesota while protecting the region's environment and preserving a historic bridge and a historic landscape district. From 2003-2006, Jody supported the consensus-building effort among key leaders from the community and all permitting and regulatory agencies working on a solution. With Jody's help, stakeholders built consensus on a final alignment, preliminary design and the mitigation package. The transportation agencies in Minnesota and Wisconsin and the U.S. Department of Transportation adopted the stakeholders' work in their Record of Decision and the recommendation was the basis for the March 2012 signed legislation. (2002-2006)

Colorado Department of Public Health and Environment - Barr Lake/Milton Reservoir Watershed Stakeholder Group

Jody designed and facilitated Phase I of a stakeholder problem-solving process established to evaluate water quality problems in Barr Lake and Milton Reservoir, to develop approaches and tools for assessment of the data, and to analyze the data to understand the dynamics of the external and internal loadings. This group consisted of municipal water treatment facilities (dischargers), municipalities that use the water for drinking water supply, recreational users (including a state park), and local land-owners (farmers and developers), and the owner of the water rights. The group achieved their goal and adopted by-laws and incorporated as a 501(c)6 at the end of Phase I. (2004-2005)

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Minnesota & Wisconsin Departments of Transportation - St Croix River Crossing Controversy: Peer Review Panel

Jody facilitated a peer review process of transportation modeling inputs for the St. Croix Crossing environmental impact statement process. Convened experts, coordinated travel and logistics, drafted agendas and facilitated meetings. (2004)

Idaho Power - Hells Canyon Complex Settlement Working Group (Hydro-Relicensing)

Jody co-facilitated the deliberation of the Settlement Working Group as it developed new hydroelectric license articles to submit to the Federal Energy Regulatory Commission. The Idaho Power Company, federal agencies (NOAA Fisheries, Fish and Wildlife Service, Forest Service and Bureau of Land Management), the states of Oregon and Idaho, five tribal governments, agricultural/industrial water users, recreation and environmental advocacy groups and local governments produced an agreement for the interim operations of three dams. They delved deeply into aquatic, terrestrial, cultural, recreations, economic and long-term operational issues, giving Idaho Power valuable stakeholder perspective and helping the company develop its relicensing application. (2004-2005)

Idaho Power - Hells Canyon Complex – Biologists Advisory Group, Plan for Fish Studies

Jody facilitated a group of fish biologists and interested parties tasked by the Hells Canyon Settlement Working Group to prioritize critical uncertainties and develop a recommended list (timing and design) of fish studies, within priority species and specified basins. Participants included National Oceanic and Atmospheric Administration (NMFS), State of Oregon Fish and Wildlife and Department of Environmental Quality, State of Idaho Fish and Game and Department of Environmental Quality, Idaho Power Company, irrigator/agricultural organizations, Idaho Rivers United, American Rivers, Fish and Wildlife Service, US Forest Service, and several tribes (Nez Perce, Shoshone-Bannock, Shoshone-Paiute, Burns-Paiute). (2005)

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Western Governors Association - Geothermal Workshop: Update & Review Existing Resource Potential and Cost Data of Known Geothermal Site

Jody facilitated a workshop of geothermal experts, industry, and government representatives. The goal was to review and build agreement on existing resource potential and estimates for development costs of known geothermal sites for the Western Governors' Association Clean and Diversified Energy Initiative. The meeting also gathered ideas and identified avenues for the US DOE Geothermal Program and the USGS to proceed on a more extensive review of what exists, and to continue to ensure updates on a regular basis. (2005)

Rocky Mountain Energy Council (RMEC)

Jody helped facilitate the RMEC meet their goal to develop an effective overall process through collaborative planning, meeting facilitation and summary. The RMEC was a Presidential priority to address and resolve issues affecting the environmentally responsible development of renewable and nonrenewable energy resources on public lands in the Rocky Mountains (Utah, Wyoming, Colorado, Montana, and New Mexico). The Council included senior representatives from those State and Federal Agencies, and Local and Tribal governments with responsibilities for managing energy projects within the Rocky Mountain States. (2003)

The Well Project - Women's Think Tank

Jody led the facilitation team to design and facilitate a two and a half day Think Tank on research gaps related to women and HIV/AIDS. Participants, including medical doctors, researchers, clinicians, nurse practitioners, and three major pharmaceutical companies, reviewed the current state of the research, generated a list of research questions that identified unaddressed topic areas, and developed them into protocol concepts. (2003)

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City of Fort Collins - Citizen Advisory Group

Jody facilitated the Citizen Advisory Group as they generated advice to city staff, consultants, and Fort Collins City Council on the 5-year update to the City Plan, and the Transportation Master Plan; tackling growth boundary, transit, and open space issues. (2002-2003)

Environmental Protection Agency (EPA), Region 8 - Shattuck Citizen Advisory Group

Jody facilitated the Citizen Advisory Group's (CAG) monthly meetings and any task group meetings requested. The CAG worked with the EPA and state Department of Public Health and Environment on plans to remediate and remove a superfund clean up project. Generated agendas and meeting summaries and communicated with all CAG members, including EPA region VIII, and CDPHE. (2000-2003)

Assessments

City of Thornton – Fire Department Vision, Assessment of Progress

Assessed the department's perception of progress towards the Chief's vision. Gathered perceptions of progress on the key components of the vision: pride, communication, strategic planning, succession planning, professional development, and resources. Interviews included all crews and stations, fire prevention and office staff. (2016)

Union for Conservation of Nature (IUCN) - Evaluation of IUCN's Role as Facilitator – Cameroon, Africa

Jody was the lead investigator in the evaluation of the IUCN role as facilitator for Cameroon's civil society and private sector involvement in the Voluntary Partnership Agreement (VPA) negotiations on legal timber with the European Union. The VPA negotiations were an opportunity for Cameroon to improve forest governance and create a model for multi-stakeholder consultation on important national-level policy decisions. Jody conducted more than ten interviews in-country, as well as several on the phone. These interviews resulted in a report of IUCN's role, their strengths and areas for improvement. (2009)

Situation Assessment for a Proposed Mine in Alaska

Jody co-conducted assessment interviews, small group meetings, and tribal village meetings to identify the main issues relating to the proposed mine, clarify the stakeholders and assess the feasibility of conducting a stakeholder process. Interviews led to a proposed public process to review the existing science and provide input. (2008)

**Assessments were also conducted for many Stakeholder Group processes (above), including Southwest Climate Science Center, all Landscape Conservation Cooperatives, I-70 East Preferred Alternative Collaborative Team, Colorado Roadless Area Review Task Force, South Broadway NEPA Process, Hells Canyon Relicensing, St. Croix Problem Solving; and assessments were conducted for all Improving Collaborative Efforts/Organizational Development Project (below).*

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Improving Collaborative Efforts & Organizational Development

City of Thornton – Organizational Improvement – Leadership Coaching

Jody coached the leader of a team that wanted to address the staff's unhealth work culture. Jody worked with the manager on changes to her management style and action, as well as policies and helping her supervisors to support cultural changes and team improvement. (2020)

City of Thornton - Workplace Improvement Processes (multiple departments)

Jody conducted conflict assessments through employee interviews to assess the major issues and feasibility of a problem-solving session for various departments. Most of the assessments a resulted in a training/problem-solving session where staff developed problem-solving capacities and developed a plan to address issues in their departments. (2003, 2004, 2006, 2010, 2011, 2016, 2020)

City of Black Hawk - Workplace Improvement: Assessment and Problem-Solving Multiple Departments and/or 2-Party Mediations

Jody conducted a conflict assessment through employee interviews for divisions of the Public Works department to identify major issues and the feasibility of a problem-solving sessions. When appropriate she designed and facilitated training to improve capacity and/or problem-solving to develop agreements among the employees to resolve their issues. (2004, 2017, 2018, 2019, 2020)

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Town of Elizabeth – Team Improvement

Assisted the senior management team improve their working relationships. Jody first assessed the team's working relationship – what worked and needed work, then recommended issues for discussion at a possible meeting for the team, including a two-party mediated session. (2016)

City of Black Hawk – Team Improvement

Assisted Black Hawk to improve their leadership team, helping them move from a good team to a great team. Jody started with the senior management team. She assessed the senior management team's working relationships and what keeps them from being great. Jody developed a team training specific to the needs identified - a training to celebrate the existing positive team characteristics and develop ways to improve positive characteristics. The project also included coaching for the city manager on the best methods to support and motivate the team. Subsequent work included: a cross-department team improvement effort; and working team improvement with the Fire Department officers. (2016-2017)

City of Thornton – Fire Department Vision, Assessment of Progress

Jody assessed the department's perception of progress towards the Chief's vision, specific perceptions of progress on the key components of the vision: pride, communication, strategic planning, succession planning, professional development, and resources. Interviews included all crews and stations, fire prevention and office staff. (2016)

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Commerce City –Team Improvement Process

Jody conducted conflict assessments through employee interviews to assess the major issues hindering the team and the feasibility of a problem-solving session between two units who were not working well together. The result was a training/problem-solving session to address larger issues in their department. (2016)

Environmental Protection Agency (EPA), Region 8 - Conflict Prevention and Resolution

Jody assessed the challenges two offices were having working together. The assessment resulted in design and facilitation of two problem solving sessions/meetings to: 1. Improve understanding of each others needs (offices' goal, roles and values); and 2. Problem-solve around specific issues. (2011)

Sustainable Forest Initiative (SFI) and American Tree Farm System (ATFS) – Improving Collaborative Efforts

Jody facilitated the improvement of relations between SFI Implementation Committee and ATFS members. The meeting built understanding of their mutual objectives, examined current collaborative efforts (benefits and challenges), and identified new or deeper ways to collaborate. Both SFI and ATFS work to promote sustainable forestry and increase the number of acres of certified sustainable wood to increase sustainable wood in the market. (2011)

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RTD FasTracks –West Line Team Building

Jody designed and facilitated a process to build good partnering relationships for those involved with the building of the Regional Transit District's west line, including RTD, the contractor, municipalities, and businesses. She conducted assessment interviews and provided an assessment memo articulating the major issue areas for resolution and a process moving forward. Jody designed individual issue resolution

meetings including problem-solving training. She also developed a quarterly partnering survey to assess the working relationships and areas for improvement. (2009-2010)

Training (Trainer)

National Highway Institute Trainer; Course: Public Engagement in Transportation Decision Making

Jody conducts three-day trainings for Federal Highway Administration and multiple states' departments of transportation and other transit agency employees and their selected contractors. Successful public involvement addresses the public's procedural, relationship and substantive needs and gathers and provides useful information. By focusing on interests – rather than positions – public involvement can become more meaningful and more useful. The course is an opportunity to develop public involvement strategies beyond public hearings; using creative thinking and encouraging a willingness and ability to interact openly and responsively to the public's participation processes communication preferences. This is an interactive opportunity to learn about the importance of and various methods to constructively engage the public. (2005-present)

National Transit Institute Trainer (NTI); Course: Public Engagement in Transportation Decision Making

Jody conducts three-day trainings for Federal Transit Administration and multiple states' transit agency employees and their selected contractors. Successful public involvement addresses the public's procedural, relationship and substantive needs and gathers and provides useful information. By focusing on interests – rather than positions – public involvement can become more meaningful and more useful. The NHI and the NTI course were combined, the same course since 2009 (see NHI). (2016-present)

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Summit County, Early Childhood Options – Board Member Training

Jody developed a training on key elements and responsibilities for board members, as well as how to address challenges when they arise. Specifically: fiduciary role, mission responsibility, decision-making role, contributing ideas and actions responsibility; as well as how to make hard decisions. (2018)

Breckenridge, Early Education – Board Member Training

Jody developed a training on the key elements and responsibilities for board members, as well as how to address challenges when they arise. Specifically: fiduciary role, mission responsibility, decision-making role, contributing ideas and actions responsibility; as well as how to make hard decisions. (2017)

City of Black Hawk, Colorado – Customer Service Training

Designed an interactive, discussion-based training for the Community Planning and Development staff. This training provided an opportunity to identify the biggest challenges and the skills or tools to address them. (2017)

Colorado Municipal Clerks – Summer Institute; Course: Conflict and Negotiation 101

Designed and provided a training on conflict and negotiation for Colorado Municipal Clerks' Summer Institute. Elements of the training included: sources of conflict; conflict styles and how to best use them; negotiation steps and tips; and communication. (2016)

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Colorado Municipal Clerks – Masters’ Academy; Course: Collaboration & Leadership

Designed and implemented the Master Academy three-part training in leadership. The leadership training includes three full day trainings: 1. Working with difficult people or situations (leading from between and/or below); 2. Improving collaborative efforts within the city and with external entities to be effective and efficient with resources; and 3. Encouraging more public participation through different methods and creative and constructive implementation. (2016)

National Highway Institute (NHI) Trainer; Course: Context Sensitive Solutions

Jody conducts three-day trainings for Federal Highway Administration and states’ department of transportation employees and their selected contractors. This course provides an interactive opportunity to learn about the importance of and how to develop context sensitive solutions. (2008-2012)

Environmental Protection Agency (EPA), Region 8 (EPA) & US Army Corps of Engineers (USACE); Course: Collaboration

Designed and implemented a two-day training on collaboration and negotiation to improve the working relationship between EPA and USACE and their stakeholders. This training included a practice session on resolving the issues currently impeding collaboration. (2010)

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Nepal FECOFUN (Forestry User Groups) Action Research; Course: Natural Resource Conflict Resolution

Jody contributed to a 3-day training on natural resource conflict resolution principles as part of a 3-year action research training program for the forest user groups in Nepal. The training was sponsored by the McConnell foundation. The primary trainer was John Paul Lederach, from Notre Dame University’s Conflict Transformation program. (2009)

Environmental Protection Agency, Region 8 Environmental Review Team; Courses: Collaboration and Negotiation.

Jody designed and implemented two one-day trainings; one on collaborative problem-solving and one on negotiation. (2008, 2009)

Shapins Belt-Collins; Course: Facilitation 101

Jody conducted a one-day intensive facilitation 101 training for planners who engage with the public. The training focused on key elements of facilitation and experiencing different facilitation techniques for creative, engaging and constructive public meetings. (2008)

City of Thornton; Courses: Effective Facilitation and Collaborative Problem Solving

Jody conducted two one-day training session for 15-20 staff members representing various departments on effective meeting facilitation. (2003)

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Electronic Polling

(Designed, set up, and conducted polling, as well as compiled data in a readable format with cursory analysis)

Denver International Airport (DIA) – South Terminal Redevelopment Program

One Advisory Committee meeting to gather input on priority benefits, activities and amenities and general impressions for the redevelopment of the DIA South Terminal Redevelopment. (2011)

Center for Disease Control and Prevention (CDC)- H1N1 Vaccination Program Level of Effort Public Input Process

Ten public meetings around the country and two web dialogues, approximately 1000 people. Polling focused on the level of effort CDC should recommend for the H1N1 vaccination program, the priority reasons for that choice and priorities beyond the vaccination program. (2009)

Denver Solid Waste Management – Master Plan Public Meetings

Five public meetings to gather public input on the current services they value, preferred payment methods, and what services they would change to provide more funding to decrease landfill waste. (2009)

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Regional Transit District (RTD), FasTracks Program – Fiscal Questions, Public Meetings

Seventeen public meetings to gather input on how RTD-FasTrack should move forward in the context of decreasing revenues and increasing materials costs. (2008)

Centers for Disease Control and Prevention (CDC) - Vaccine Prioritization Process

Eight public meetings to gather input how the public would prioritize different groups of people for vaccinations in the event of a pandemic. (2007)

Centers for Disease Control and Prevention (CDC) – National Health Goals

Four public meetings and one 100-person stakeholder meeting to gather input on what health goals values the public values most. (2006)

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Education, Training, and Certificates

University of Colorado, Denver, Masters in Public Administration (2006)

University of Denver, B.A. in Human Communications (1992)

University of Denver, completed graduate certificate hours in conflict Resolution (1997-1998)

CDR Associate, Mediation Training, 40 hours (2000)

Lincoln Land Institute, Mediating Land Use Disputes Training, 16 hours (2002)

The Keystone Center, Mediation Training, 16 hours (2003)

Employment

JSE Associates, Owner & Senior Mediator – Denver, CO (2012-present)

The Keystone Center (Science and Public Policy), Senior Associate – Denver, CO (2005-2012)

RESOLVE, Inc., Facilitator - Denver, CO (2002-2005)

Jody Erikson, Owner – Denver, CO (2000-2002)