

Morris K. Udall and Stewart L. Udall Foundation
John S. McCain III National Center for Environmental Conflict Resolution



**Environmental Collaboration and Conflict Resolution (ECCR) for Climate Change Challenges:
Success Stories**

ENVIRONMENTAL COLLABORATION AND CONFLICT RESOLUTION (ECCR) FOR CLIMATE CHANGE CHALLENGES: SUCCESS STORIES

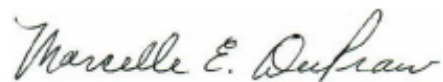
Introduction

We hope you find value in this collection of success stories illustrating a diverse array of ways that Environmental Collaboration and Conflict Resolution (ECCR) methods have been used to address climate change-related challenges. ECCR is not the right fit in every situation, but we believe it could be helpful in many more situations than is now occurring. We hope these successes inspire you to consider using ECCR to help you gain traction on the climate change challenges you face. We encourage you to call the team at the National Center for Environmental Conflict Resolution to chat with us about your particular situation. Contact information can be found at: [Udall Foundation - About Us - Meet Our Staff](#).

Please click on the below links to explore our collection of climate change / ECCR success stories!

- [The Collaborative Forest Landscape Restoration Program](#)
- [Idaho Climate-Economy Impacts Assessment](#)
- [Pleasant Point Shoreline Revetment Project](#)
- [Modernizing Oregon's Recycling Systems](#)
- [Weather Ready Mattapoisett](#)
- [Recovering from Hurricane Sandy](#)

Sincerely,



DR. MARCELLE E. ("MARCI") DUPRAW, CLIMATE SERVICE AREA LEAD
JOHN S. MCCAIN III NATIONAL CENTER FOR ENVIRONMENTAL CONFLICT RESOLUTION
MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION

COLLABORATING TO ADDRESS CLIMATE CHALLENGES: THE COLLABORATIVE FOREST LANDSCAPE RESTORATION PROGRAM (U.S. DEPARTMENT OF AGRICULTURE, FOREST SERVICE)

Environmental Collaboration and Conflict Resolution (ECCR) includes a set of approaches, tools, and techniques to support collaboration and prevent, manage, and resolve conflicts. This suite of tools and approaches can be applied to climate change initiatives with great success, as illustrated by the case study below.

BACKGROUND

Congress created the Collaborative Forest Landscape Restoration Program (CFLRP) in 2009 to enhance forest and watershed health, reduce risk from uncharacteristic wildfire, and benefit rural economies. Administered by the U.S. Department of Agriculture, Forest Service (USDA Forest Service), the CFLRP pursues these goals using collaborative, science-based approaches to landscape-scale restoration. Individual CFLRP Projects are competitively selected to receive 10-year funding to restore landscapes ranging from 130,000 to over 10 million acres. These landscapes include a mix of ownerships and address cross-boundary needs, although the CFLRP funding can only be spent on National Forest System lands.

COLLABORATIVE APPROACH

As can be seen in [Figure 1](#) below, the CFLRP includes a collaborative component at the national level as well as the individual landscape-level. A CFLRP Federal Advisory Committee (Committee) evaluates CFLRP project proposals and makes recommendations to the Secretary of the USDA on which should be funded. USDA Forest Service staff provide logistical support for the Committee. For more information, please see: CFLRP Advisory Committee (fs.fed.us).

The CFLRP's legislative mandate, its multi-year funding commitment, and its focus on collaboration have been key enabling conditions for achieving major benefits. In the CFLRP's first 10 years, opportunities attracted over \$470 million in partner contributions, leveraging local, regional, and national funding streams – including public and private funding – for restoration work. For every dollar of CFLRP funds invested, partners contributed 80 cents. CFLRP projects created nearly \$2 billion in local labor income and supported an average of 5,440 jobs annually. The CFLRP projects account for 20% of the agency's overall hazardous fuels reduction. To date, they have advanced treatments to reduce the risk of catastrophic wildfire on over 4.5 million acres - about the size of Connecticut and Rhode Island combined.

OUTCOMES

As of 2021, 24 CFLRP projects had been funded and additional CFLRP projects are expected to be funded in 2022. Each CFLRP project collaborative defines its own objectives and desired conditions to fit the needs of the landscape and determines how its members will work together to achieve those aims. Virtually all rely upon facilitation support, but this may come from different sources for different projects – i.e., universities, consultants, or non-governmental organizations. The CFLRP's requirement for collaboration creates opportunities for diverse participants to influence decision-making and affect outcomes on the ground. Over 420 organizations collaborated in the first ten years of CFLRP's existence alone. Participants include a mix of businesses, non-profit organizations, local, State and Tribal governments, and other Federal agencies such as those within the Department of Interior.

Collaboratives develop and implement multi-party monitoring plans to examine questions of collective interest to their stakeholders. Each CFLRP project now uses a common set of core monitoring questions, which can be supplemented with locally based monitoring questions and indicators. Collaboratives are adapting and evolving as they learn to scale up to the landscape level.

As one of the first national efforts to encourage collaborative restoration at the landscape scale, CFLRP successes and challenges offer innovations and insights to inform restoration and shared stewardship on landscapes across the country.

FOR FURTHER INFORMATION, PLEASE CONTACT:

Lindsay Buchanan

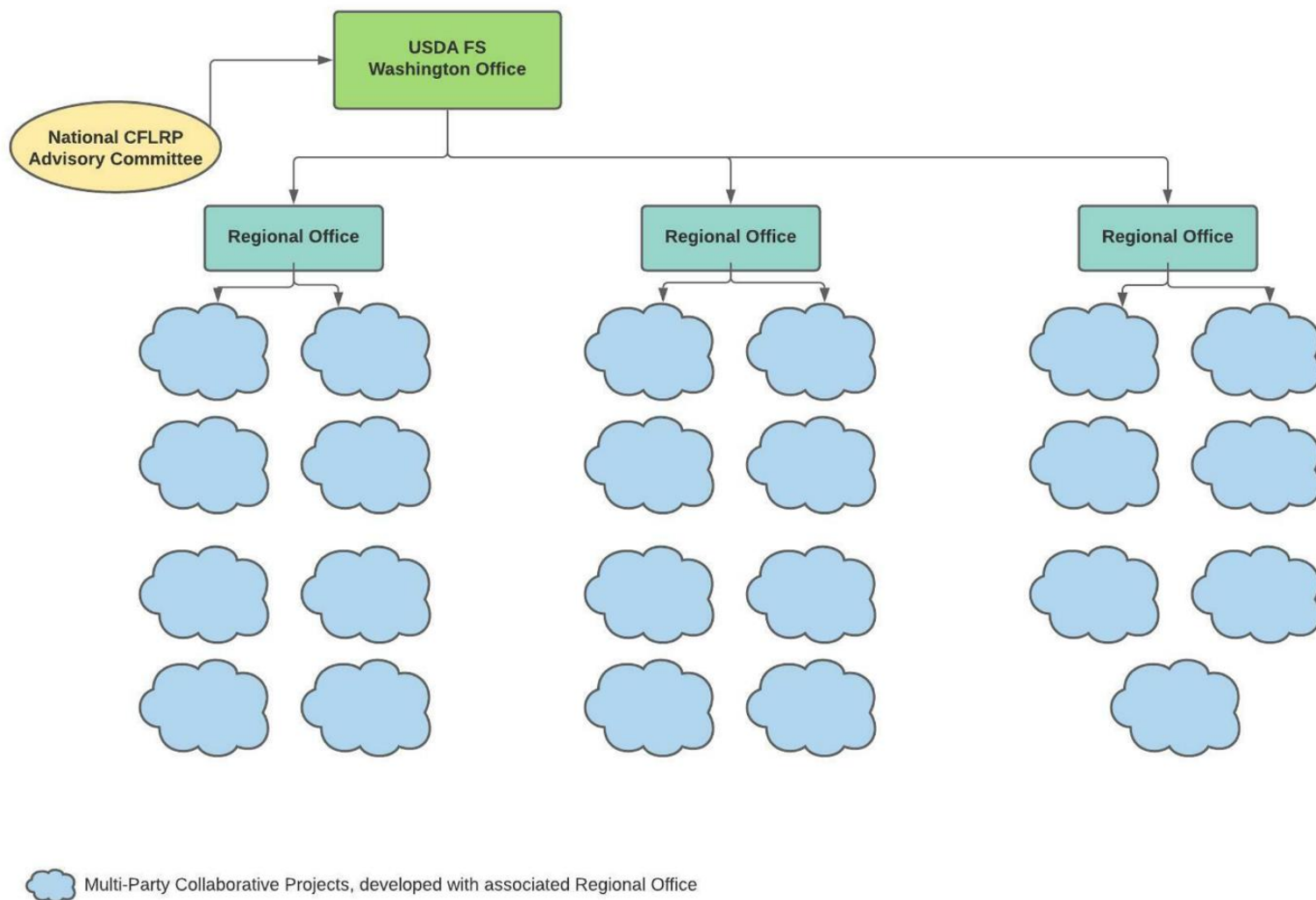
USDA Forest Service CFLRP Coordinator

Lindsay.Buchanan@usda.gov

web: [Collaborative Forest Landscape Restoration Program \(fs.fed.us\)](https://www.fs.fed.us)

202-365-2600

FIGURE 1. COLLABORATIVE PROCESS: USDA FOREST SERVICE COLLABORATIVE FOREST LANDSCAPE RESTORATION PROGRAM



[Return to List of Case Studies](#)

COLLABORATING TO ADDRESS CLIMATE CHALLENGES: IDAHO CLIMATE-ECONOMY IMPACTS ASSESSMENT

Environmental Collaboration and Conflict Resolution (ECCR) includes a set of approaches, tools, and techniques to support collaboration and prevent, manage, and resolve conflicts. This suite of tools and approaches can be applied to climate change initiatives with great success.

BACKGROUND

In November 2017, a statewide summit was held to discuss the economic impacts of climate change in Idaho. Conveners included leaders from universities, Tribes, nonprofit organizations, business groups, and associations. The summit took place over the course of two days and over 500 people participated. The summit ultimately revealed a lack of Idaho-specific information about the economic impacts of climate change, so the University of Idaho's McClure Center for Public Policy Research launched the Idaho Climate-Economy Impacts Assessment (Assessment) to fill this gap.

The Assessment connects the latest scientific research on Idaho's changing climate with economic risks and opportunities that impact businesses, residents, and local and State economies. With the participation of researchers representing Idaho universities and colleges, businesses, non-profits, Tribes, and State and local governments, the Assessment's findings, and resources help Idaho to plan for a productive future.

COLLABORATIVE MODEL

The hub of the Assessment was an Executive Committee composed of representatives with diverse interests across the state from universities, nonprofit, and private organizations. The Executive Committee met every two weeks. A large Advisory Board met twice per year to provide overall guidance on the Assessment. Federal entities had roles on the Advisory Board, provided financial support, and engaged as subject matter experts.

Both the Executive Committee and the Advisory Board meetings were facilitated by the McClure Center for Public Policy, which encourages collaborative, cross-disciplinary dialogue between technical and subject matter experts. A group of subject matter experts provided blind review of technical work products. See [Figure 2](#) for a diagram illustrating this collaborative process.

The \$250,000 budget for this project was informed by the need for a two-year post-doctoral candidate, communications support, and an outside consultant to assist with fundraising. The work of Executive Committee members, Advisory Board members, and researchers was provided in-kind. The McClure Center for Public Policy's affiliation with the University of Idaho's extension programs provided a large pool of expertise. Over 50 experts assisted with research.

OUTCOMES

The key outcome was an interactive website, which launched in Fall 2021 and made the Assessment findings accessible to all Idahoans as a resource to support a strong economy.

The Assessment encompassed technical reports, one-page topic-specific briefs, a compilation of opportunities and resources, and more.

FOR FURTHER INFORMATION, PLEASE CONTACT:

Katherine Himes, Ph.D.

Director, James A. & Louise McClure Center for Public Policy Research

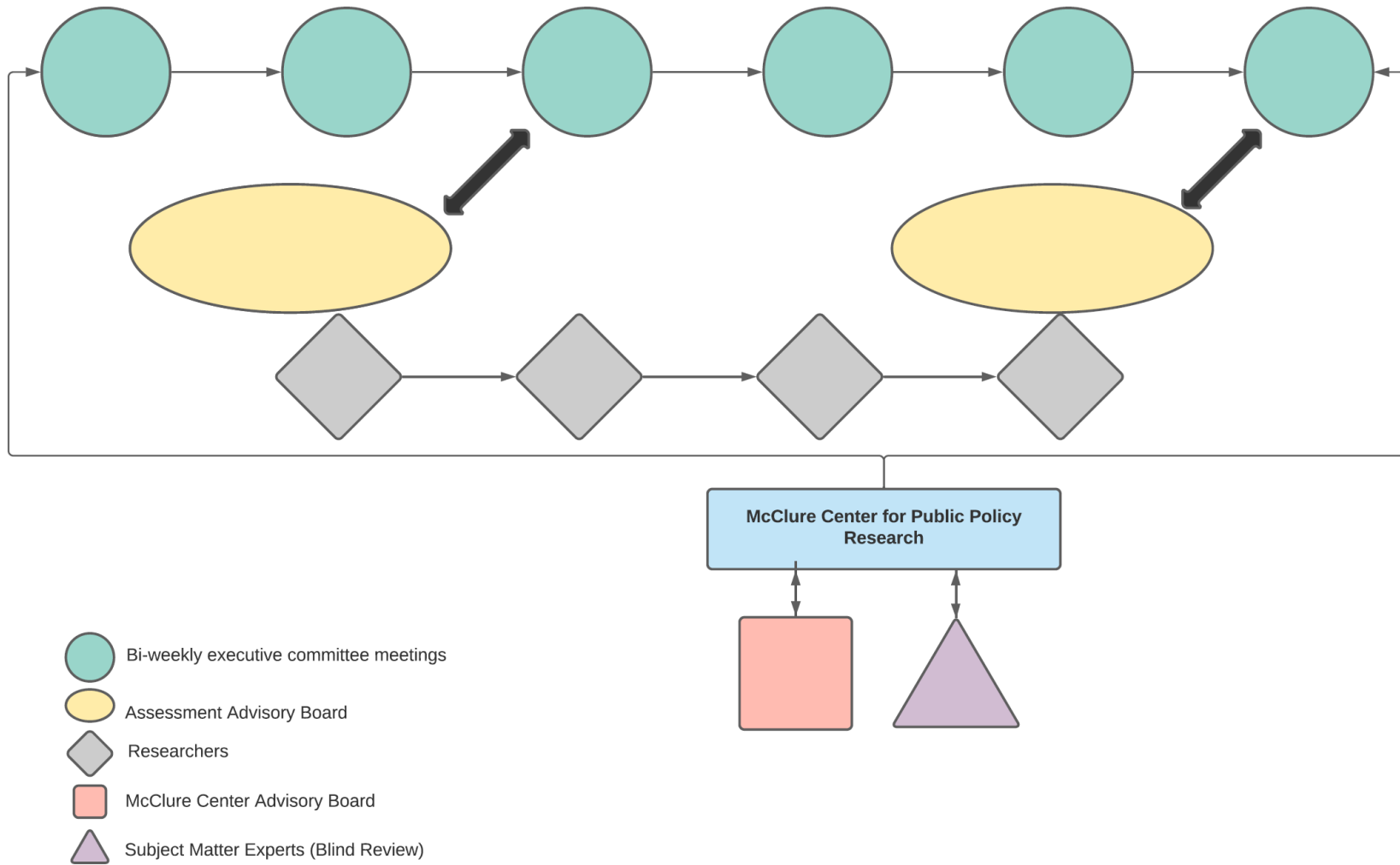
714 W. State Street | Boise ID 83702

web: uidaho.edu/mcclurecenter, www.uidaho.edu/iceia, or twitter: [@UIMcClure](https://twitter.com/UIMcClure)

email: katherinehimes@uidaho.edu

208-364-4549

FIGURE 2. COLLABORATIVE PROCESS: IDAHO CLIMATE-ECONOMY IMPACTS ASSESSMENT



[Return to List of Case Studies](#)

COLLABORATING TO ADDRESS CLIMATE CHALLENGES: PLEASANT POINT SHORELINE REVETMENT PROJECT

Environmental Collaboration and Conflict Resolution (ECCR) includes a set of approaches, tools, and techniques to support collaboration and prevent, manage, and resolve conflicts. This suite of tools and approaches can be applied to climate change initiatives with great success, as illustrated by the case study below.

BACKGROUND

During a site visit to the Passamaquoddy Tribe in the fall of 2014, Deb Szaro (then Deputy Regional Administrator of the U.S. Environmental Protection Agency's (EPA) Region 1) listened to Passamaquoddy Tribal leaders' concerns regarding a rapidly eroding shoreline at a rate of approximately 12 inches per year, threatening Tribal homes and infrastructure, including the Tribe's wastewater treatment facility.

COLLABORATIVE APPROACH

To address this imminent threat, EPA committed to convening Federal agencies together to leverage resources and provide a solution to the shoreline erosion problem.

In 2015, EPA facilitated a series of planning meetings with the Tribe and Federal agencies to identify funding and technical assistance opportunities and develop a path forward. This effort resulted in a commitment from four Federal agencies to fund a shoreline revetment project to mitigate erosion along a 1500-foot section of the most vulnerable stretch of the shoreline. The total cost of this revetment scope of \$3.3M was funded by EPA, Housing and Urban Development, U.S. Army Corps of Engineers (USACE), and the Indian Health Service. EPA's total contribution was \$306,000. See [Figure 3](#) for a diagram illustrating this collaborative process.

OUTCOMES

Construction of the revetment began in late 2020 and was completed in December 2021. EPA is also assisting the Tribe with protecting the wastewater treatment facility and related infrastructure from sea level rise and storm surge. EPA funded a vulnerability study which provided alternatives to protect the facility from these effects of climate change. EPA provided \$87,000 towards this effort. The Tribe has recently applied for Bureau of Indian Affairs funding to conduct a geotechnical analysis and design of a barrier wall to mitigate this vulnerability.

EPA continues to work with the USACE, the Tribe, and the Indian Health Service to expand revetment protection along the northern flank of the eroding shoreline as a next phase of the project.

FOR FURTHER INFORMATION, PLEASE CONTACT:

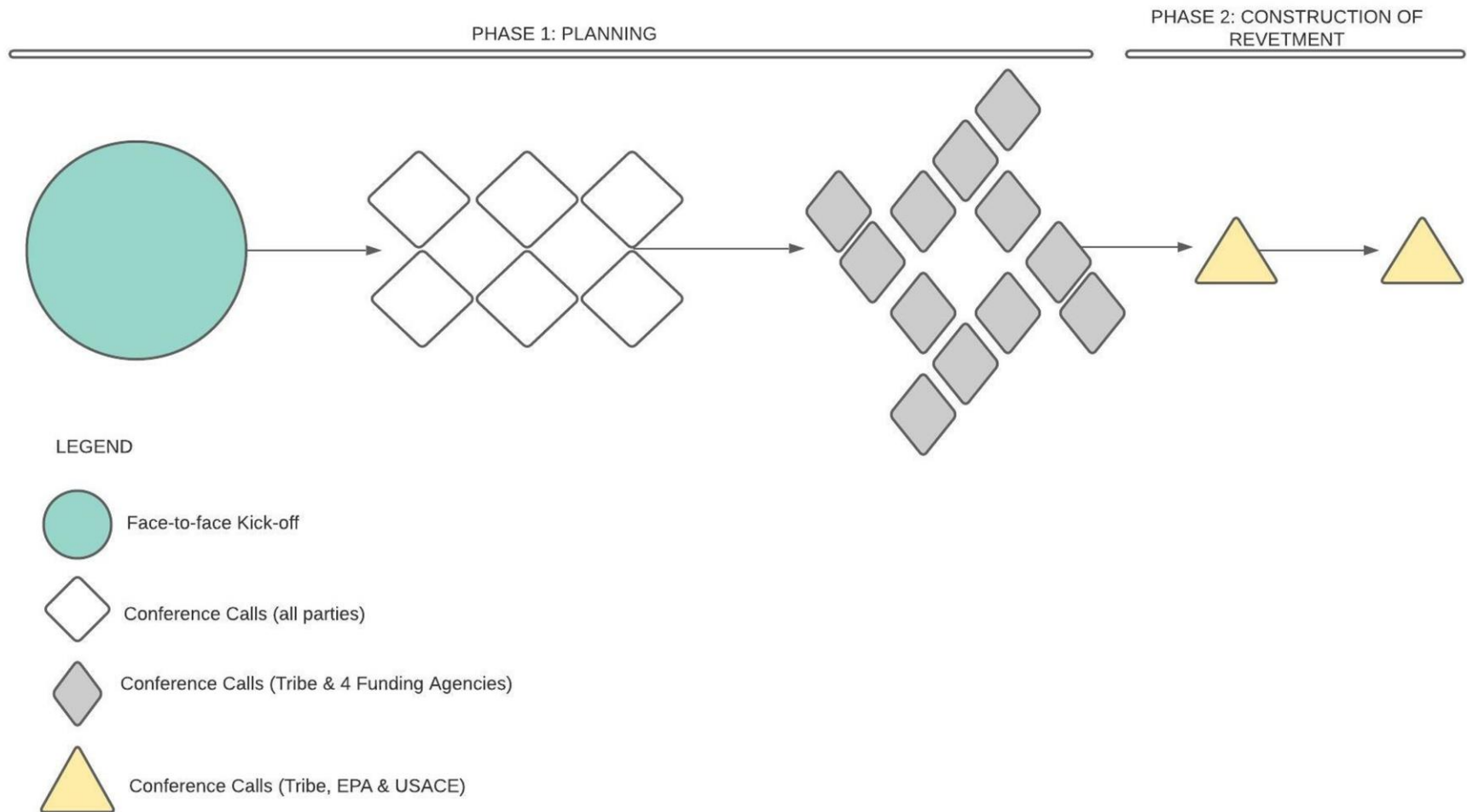
Mike Stover

Tribal Program Manager, US EPA, Region 1

Email: <mailto:stover.michael@epa.gov>

617-918-1123

FIGURE 3. COLLABORATIVE PROCESS: PLEASANT POINT SHORELINE REVETMENT PROJECT



[Return to List of Case Studies](#)

COLLABORATING TO ADDRESS CLIMATE CHALLENGES: MODERNIZING OREGON'S RECYCLING SYSTEMS

Environmental Collaboration and Conflict Resolution (ECCR) includes a set of approaches, tools, and techniques to support collaboration and prevent, manage, and resolve conflicts. This suite of tools and approaches can be applied to climate change initiatives with great success, as illustrated by the case study below.

BACKGROUND

Oregon's Environmental Quality Commission approved the statewide plan, "Materials Management in Oregon: 2050 Vision and Framework for Action," which laid out a vision for how the State would handle materials and waste as of 2050. Starting in October 2017, Oregon's Department of Environmental Quality (DEQ) began meeting with local governments, recycling collectors, recycling processors, and industry representatives to explore short-term ways to improve the State's recycling system. DEQ supplemented these meetings with targeted outreach to producers. The system was heavily dependent on exporting recyclables to China, so when China banned the import of recyclables from the United States in 2018, the DEQ efforts gained momentum.

In May 2018, DEQ convened a longer-term planning process focused on how to modernize Oregon's recycling system to further the goals in DEQ's 2050 Vision for Materials Management – i.e., legal and relational frameworks and physical infrastructure. The driving question was, "Which materials should go where in order to minimize extractors' and consumers' environmental impact?" DEQ invited materials recovery facility representatives, collection stakeholders, consumer interests and local governments to join DEQ at the table. They turned to Robin Harkless of Oregon Consensus to guide the group's consensus-building efforts.

COLLABORATIVE APPROACH

The collaborative process facilitated by Ms. Harkless unfolded over two years (October 2018 to September 2020), with the last quarter of it conducted via Zoom due to the COVID-19 pandemic. As can be seen in [Figure 4](#) below, there were three phases to it: 1) the information-gathering and consensus-building phase; 2) the deliberation phase; and 3) the ratification phase. The process included a substantial research component – i.e., exploring materials management systems used elsewhere.

During the information-gathering and consensus-building phase, the heart of the process was a Recycling Steering Committee, supported by four subcommittees. Of the four, the Infrastructure and Frameworks Subcommittees were most active and helped develop the research agenda and review work products resulting from the research. The Subcommittees included some individuals who were members of the larger Recycling Steering Committee and some who were not.

Collaborators were making great progress, but the pandemic hit just as the talks were moving into the intense deliberations phase. Hoping still to bring the Recycling Steering Committee's hard work to fruition, DEQ proposed that the Agency would work with the Executive Branch to turn the agreement-in-principle into proposed legislation. However, this garnered strong push-back from other participants, who wanted to retain a seat at the table and work through the consensus process to build a recommendation. Ms. Harkless engaged in shuttle diplomacy and was able to restructure the path forward in a way that all could support.

Collaborators worked in small groups of interested participants based on category of representation (e.g., local and regional government; solid waste industry; and DEQ / statewide public interests), with a focus on developing alternatives and proposals. Local and regional government representatives met as a group to build consensus around a comprehensive concept. They took the lead on drafting agreement details, with DEQ and other collaborators providing feedback. This group engaged industry representatives, who were also coordinating their consensus perspective, and worked to integrate industry ideas into their concept. The local and regional government representatives also engaged other members of the Recycling Steering Committee – i.e., consumer and public interests – to ensure their ideas were considered and integrated. Finally, the local and regional government group engaged DEQ, who was working with environmental groups to determine the Agency's thresholds and flexibility around the concepts and ideas they felt were important to include. DEQ supplemented these deliberations with targeted outreach to producers and conservation organizations. The local and regional government group brought iterations of the emerging consensus to the full Recycling Steering Committee for feedback and consensus checks in a public venue. The hard work paid off in agreement on a recommended comprehensive plan for Oregon's recycling system, which was offered for public comment before the Recycling Steering Committee assembled once more to formalize the agreement in a public event.

During the ratification phase, the agreement was translated into State legislation, which was passed in 2021 and signed into law by the Executive Branch as the Plastic Pollution and Recycling Modernization Act. The cost of the facilitation support for this successful endeavor was \$282,000, covered by DEQ. Meals and meeting space were provided by the Oregon Refuse Association as an in-kind contribution.

OUTCOMES

The outcome of this collaborative process was an agreement about how to modernize Oregon's recycling system, as embodied by the Plastic Pollution and Recycling Modernization Act of 2021. The solution:

- shares and scales responsibility across the recycling system;
- increases access to recycling;
- prevents plastic pollution;
- creates one statewide list of what can be recycled;

- incentivizes sustainable products; and
- creates accountability to outcomes.

Producers have to pay into the system to use it, which creates an incentive to reduce plastic production, enhance technology, and increase recycling efficiency.

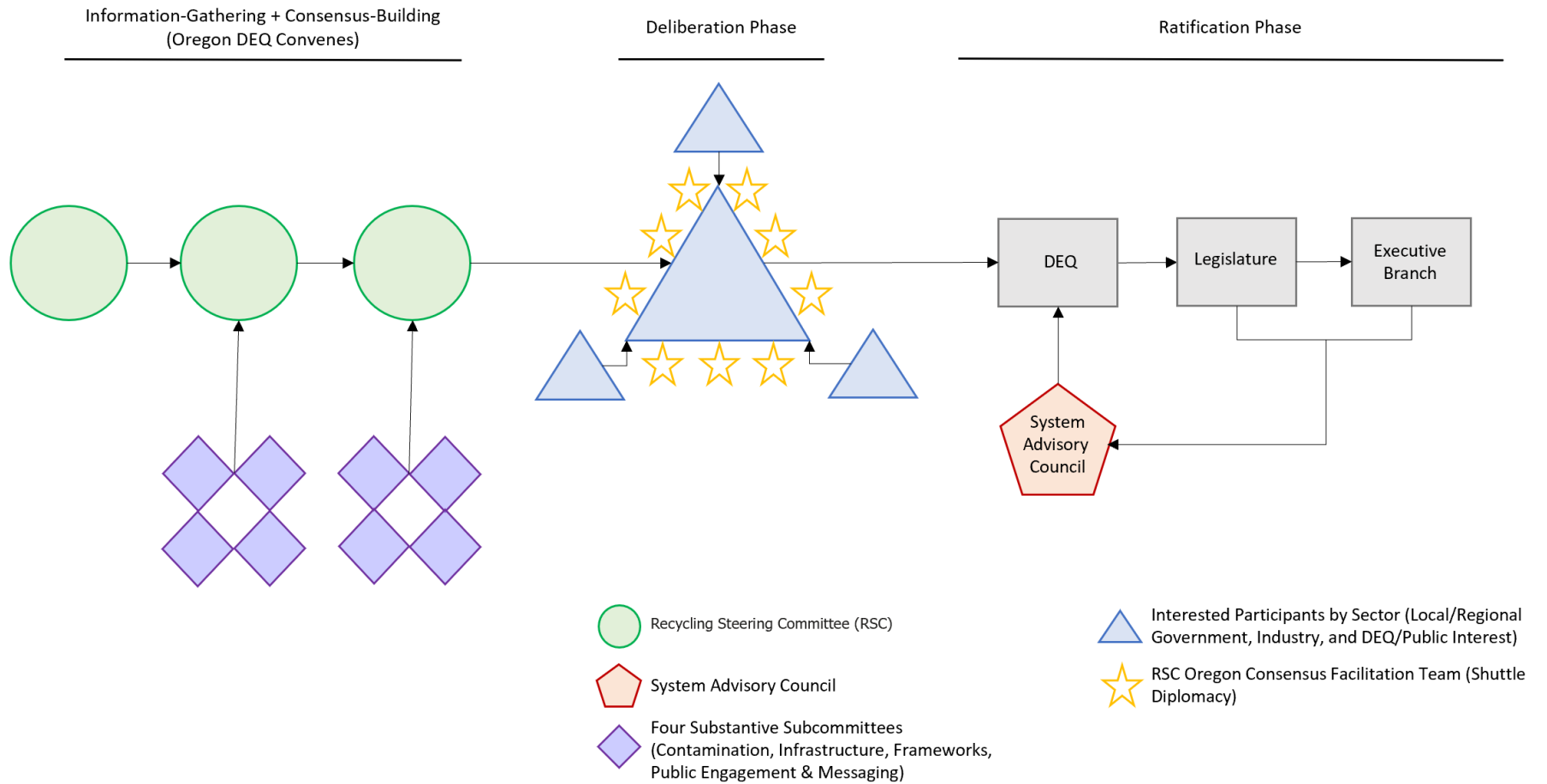
The Act also provided for the establishment of a System Advisory Council, which includes the same stakeholders who negotiated the agreement along with producers and environmentalists. The Council is charged with providing DEQ implementation advice.

Oregon Consensus sees this approach to materials management as one that lends itself to replication and scaling up to a regional or national level (e.g., under the Federal Resource Conservation and Recovery Act).

FOR FURTHER INFORMATION, PLEASE CONTACT:

Robin Harkless
Oregon Consensus/Oregon Solutions
National Policy Consensus Center
College of Urban and Public Affairs
Portland State University
503-544-3750 (cell)
hrobin@pdx.edu

FIGURE 4. COLLABORATIVE PROCESS: MODERNIZING OREGON'S RECYCLING SYSTEMS PROJECT (CONVENED BY OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY)



[Return to List of Case Studies](#)

COLLABORATING TO ADDRESS CLIMATE CHALLENGES: WEATHER READY MATTAPOISETT

Environmental Collaboration and Conflict Resolution (ECCR) includes a set of approaches, tools, and techniques to support collaboration and prevent, manage, and resolve conflicts. This suite of tools and approaches can be applied to climate change initiatives with great success, as illustrated by the case study below.

BACKGROUND

“Weather Ready Mattapoissett” is a concerted effort by the Environmental Protection Agency (EPA) Region 1 (R1) and the residents of Mattapoissett, on the South Coast of Massachusetts, to prepare for the future by understanding their past. In response to climate change predictions, the town began working with EPA R1 in 2015 to assess its water supply infrastructure. Mattapoissett has been historically vulnerable to extreme weather including strong winds, flooding from hurricanes, and winter storms.

The hope for this project was that citizen involvement would increase local interest in the results of the vulnerability assessment of their drinking water systems, and support for potential adaptation measures for themselves, their infrastructure, and their community.

COLLABORATIVE APPROACH

This collaborative process began in the fall of 2015. After launching the water supply infrastructure vulnerability assessment, EPA R1 contracted with the Consensus Building Institute to conduct a community assessment that could identify the key community players and the methods to engage the community in charting a path toward hurricane resiliency. The community assessment consisted of one-on-one interviews with a handful of community members, using open-ended questions to gain a better understanding of areas of local interest and types of projects community members might want to work on. The community and technical assessments were completed in parallel.

The community assessment led to the identification of an informal group of community leaders who participated in a series of meetings, beginning in January 2016. Community members suggested several initial projects, including engaging in citizen science. The energy grew over the next several meetings and although EPA served as convener and provided resources, the ideas about what to do to increase hurricane preparedness and community resilience belonged to Mattapoissett. The group came up with the name and logo for “Weather Ready Mattapoissett.”

In 2016, the group worked to identify a range of projects that could help raise community awareness of hazards in order to protect the community's drinking water, the wastewater pumping station, and the safety of the citizens, particularly in the face of the changing climate. Among the projects they identified: They engaged members of the community who had experienced past extreme weather events to videotape the telling of their stories. A resident Eagle Scout and his mentor worked to install flood markers indicating past flood levels. The library collected and helped display historic photographs of flooding.

Building on this broad community response, EPA R1 assembled the diverse project into a cohesive community narrative using an Esri story map. This format allowed community members and EPA R1 to link the pieces of the project into a coherent story about preparedness and potential impacts and provided a way to share hurricane survivor stories over the course of the year. Based on projects identified by community stakeholders, the story map incorporated visual reminders of community and water infrastructure impacts of past hurricanes. These included videos of survival stories from the unnamed hurricane of 1938 and Hurricane Bob (1991); a Boy Scout flood-level marking project; a long-term environmental monitoring project; before and after photos of hurricane and flood destruction; and accomplishments from all the projects. The story map also shows inundation levels associated with various storm categories and the impact of sea level rise on the town's drinking water wells, based on EPA Office of Research and Development /R1 research.

Weather Ready Mattapoisett was presented at a public meeting in early October 2016, exactly one year after the community assessment. The work presented at that meeting included a story map about how the "community is preparing for extreme weather and a changing climate." See [Figure 5](#) below for a diagram illustrating this collaborative process.

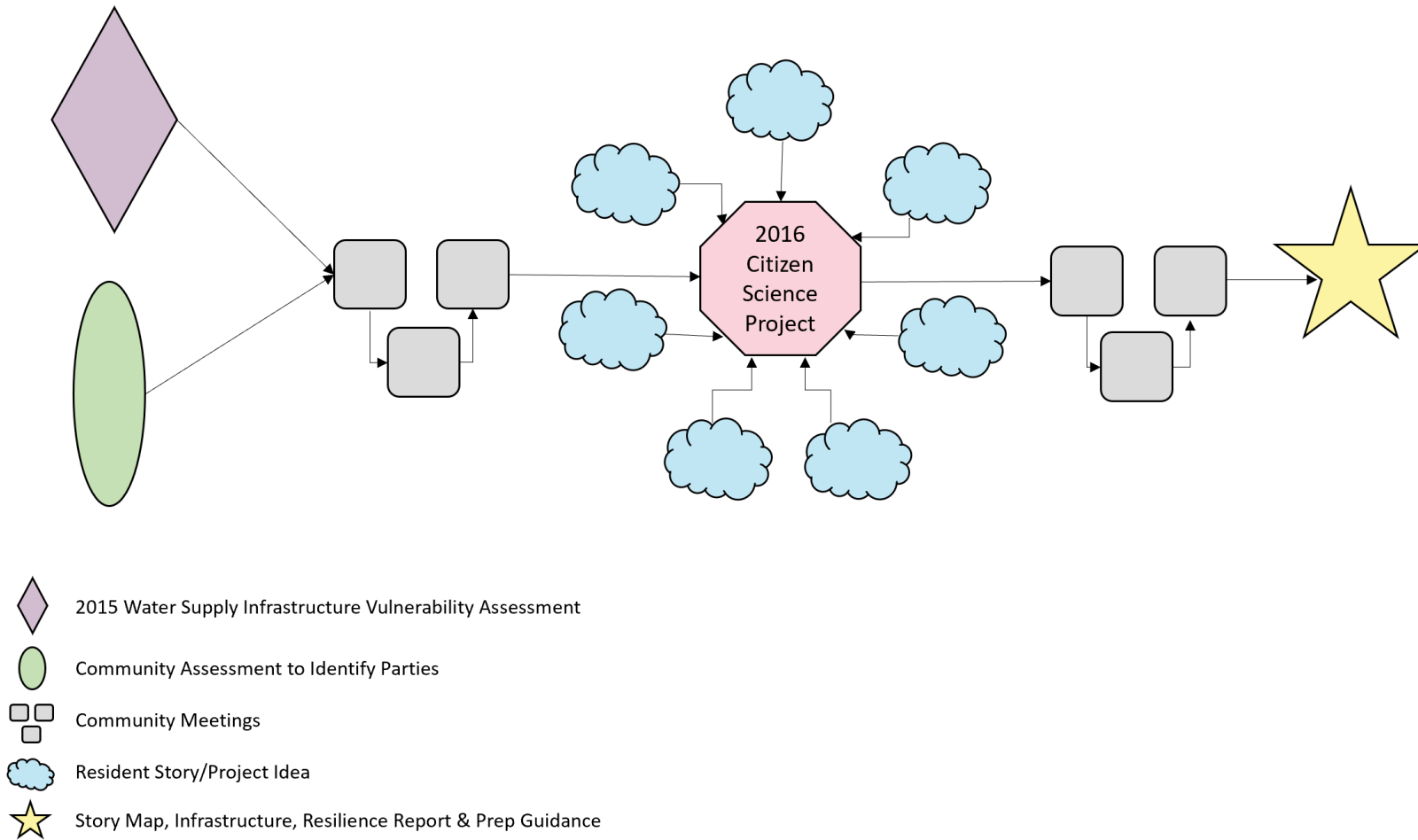
OUTCOMES

- The project produced:
 - "Weather Ready Mattapoisett" story map containing user-friendly stories of past hurricanes and preparation suggestions in a variety of engaging formats: [Weather Ready Mattapoisett Story Map](#)
 - Handouts for residents to help them prepare for hurricanes
 - Report on how to make the community's water supply infrastructure increasingly resilient to hurricanes
- The community utilized information from completed projects during their hazard mitigation planning.

FOR FURTHER INFORMATION, PLEASE CONTACT:

Michael C. Lorenzo
Mattapoisett Town Administrator
Email: mlorenco@mattapoisett.net
508-758-4100 ext. 4

FIGURE 5. COLLABORATIVE PROCESS: “WEATHER READY MATTAPOISETT”



[Return to List of Case Studies](#)

COLLABORATING TO ADDRESS CLIMATE CHALLENGES: “RECOVERING FROM HURRICANE SANDY”

Environmental Collaboration and Conflict Resolution (ECCR) includes a set of approaches, tools, and techniques to support collaboration and prevent, manage, and resolve conflicts. This suite of tools and approaches can be applied to climate change initiatives with great success, as illustrated by the case study below.

BACKGROUND

In October 2012, Hurricane Sandy hit the New York area hard, especially coastal New Jersey and Long Island. Impacts were exacerbated by climate change, as manifested by unusually warm temperatures in the Atlantic. Long Island is densely populated, with some 2.8 million people living in an area of approximately 120 miles long by 23 miles wide. Hurricane Sandy was unusually large, and this led to a catastrophic, 10-foot storm surge. With trees down all over the island, the power was out for weeks, affecting 100,000 homes. At least 147 people died in the United States as a result of Hurricane Sandy. The storm-wide costs came to approximately \$50 billion.¹

Within months after Hurricane Sandy, Environmental Protection Agency (EPA), Federal Emergency Management Agency (FEMA), New York State Department of State, Suffolk County, Nassau County, and the Metropolitan Transportation Authority formed the Long Island Smart Growth Resiliency Partnership (Partnership) to discuss options to help Long Island rebuild in a smarter, stronger, and more resilient fashion. This group was, in part, an outgrowth of a broad collaboration through the [National Disaster Recovery Framework](#), [Presidential Policy Directive/PPD-8](#) and the [Recovery Support Strategy](#) written for the Hurricane Sandy recovery process. The initial participants eventually were joined by The Nature Conservancy and the State University of New York at Stony Brook, among others. One of the key goals of the Partnership is to encourage economically, environmentally, and socially sustainable development in low-risk areas away from flood zones and along transit corridors in Nassau and Suffolk Counties.

Despite best intentions, recovery and resilience projects are long and complex, and the group struggled with getting traction. They had conflicting institutional missions, unequal levels of resources, different priorities, technical challenges, political differences that created friction, trust issues, and personality differences. After a year, they found themselves stuck.

¹ Microsoft Word - AL182012_Sandy.docx (noaa.gov)

COLLABORATIVE APPROACH

EPA and FEMA teamed up to bring in an outside facilitator – Bennett Brooks of the Consensus Building Institute. According to Joe Siegel, an EPA in-house facilitator who teamed with Bennett at certain points along the way, “Facilitation really changed the dynamic!” Bennet spent several months assessing the situation and convening a focused, partner-driven process and helped participants build bridges across their perspectives. He helped the partners define a common set of goals and potential projects and get in sync before engaging in broader outreach. He brought the partnership’s equity goals into his meeting design work, along with a commitment to respect local sensitivities, and he modeled active listening. All of these were tremendously helpful in fostering goodwill, persistence, and flexibility among participants.

Once the partners were better aligned, the new collaborative process got underway in earnest with a workshop for more than 100 Long Island stakeholders. Several EPA facilitators assisted Bennett in facilitating this workshop, which was called “Accepting the Tide.” Through panel presentations and breakout groups supported by flip chart recorders who reported back to the plenary, the event brought into focus shared priorities, such as water quality, and included discussions of equity and the experience of under-served communities. The Workshop then incorporated “World Café”-style table conversations to generate dialogue among workshop participants on potential projects to pursue. Following the workshop, the partners picked up the ball through a series of facilitated partner meetings, to select and implement projects based on the Workshop outcomes. Bennett Brooks also assisted the partners in facilitating meetings with community stakeholders during project implementation. Please see [Figure 6](#) for a visual representation of the collaborative process used in this case.

OUTCOMES

This project yielded:

- a Health Impact Assessment, which focused on options for a local ordinance change related to cesspool systems, wetlands and flooding;
- technical assistance to communities on integrating smart growth into existing codes and land use strategies;
- an Ecosystem Services Valuation project, enumerating the benefits of wetland restoration as a buffer to future hurricane impacts;
- training for local and regional leaders on “*CommunityViz*,” a community-driven, geographic information system-based participatory scenario planning program, including use of an environmental justice screening tool for resiliency planning; and
- a hazard assessment tool for local government, focusing on the effectiveness of current ordinances and how to improve them.

In addition, the hard work of collaboration led to ongoing working relationships, which will be important for many years to come in sustaining the continuity of project implementation and accomplishing other shared local goals.

FOR FURTHER INFORMATION, PLEASE CONTACT:

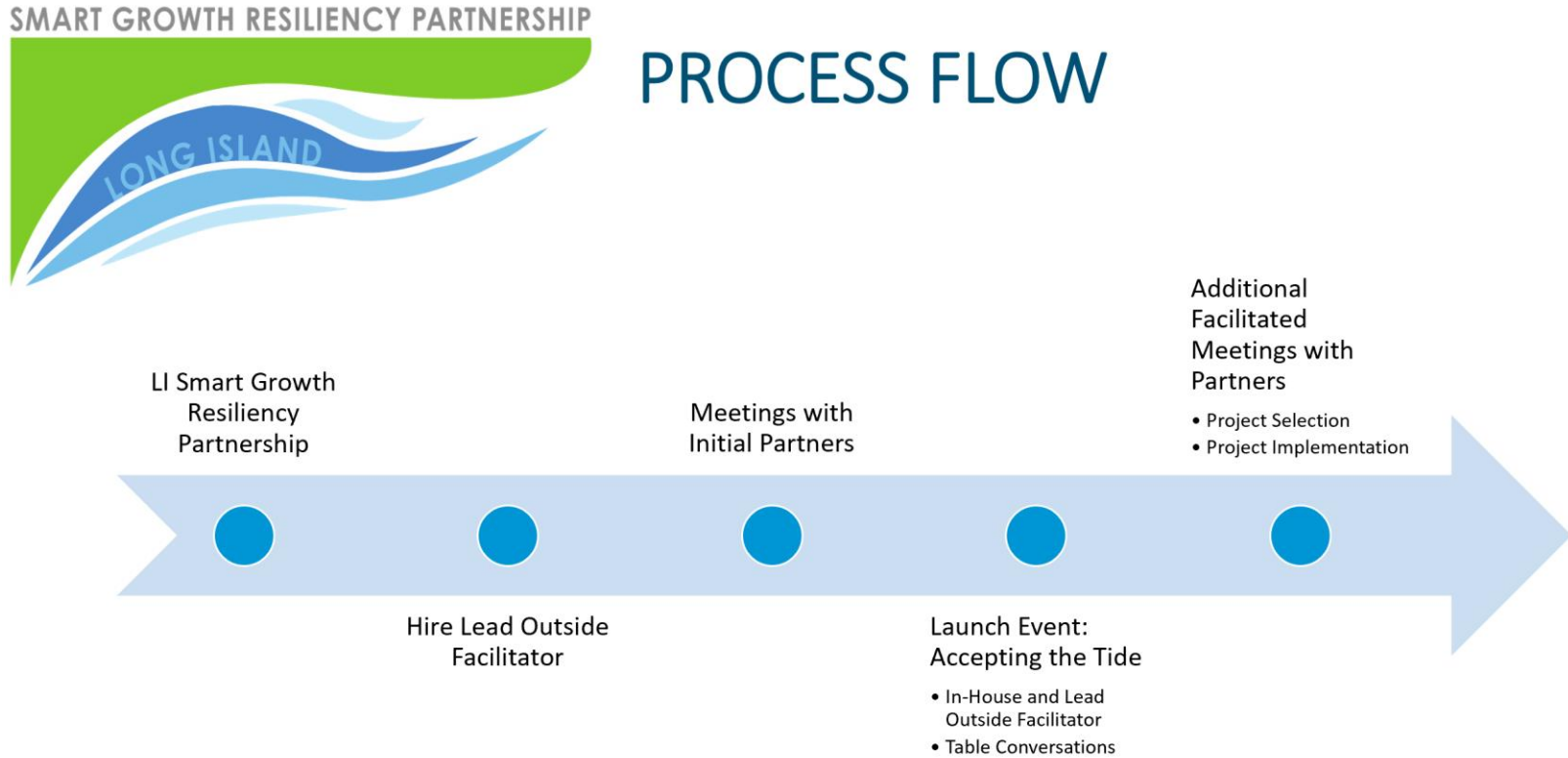
At US EPA:

Joseph A. Siegel
In-House Facilitator
US EPA Region 2 (NY)
Siegel.joseph@epa.gov
212-637-3208

Outside Facilitator:

Bennett Brooks
Senior Mediator, Consensus Building Institute
bbrooks@cbi.org

FIGURE 6. COLLABORATIVE PROCESS: “RECOVERING FROM HURRICANE SANDY”



[Return to List of Case Studies](#)