

**APPENDIX 5:
CONSULTANT BIOGRAPHIES**

Jim Kramer

President, Kramer Consulting, Ltd.

Experience Profile

Jim Kramer is a leader in natural resource management and organizational development. Jim has 30 years of experience in environmental issues, public policy and finance, and private sector conservation programs. A skilled facilitator, he moves people and organizations to strategic action and meaningful results. Jim is a practitioner of the art of democracy; he is an expert at building bridges between science and policy and between diverse interest groups. Management decisions and policies developed through his guidance deliver on-the-ground results for the natural world. He brings to his work keen insight into the strengths of science and scientists in management decisions and policy development. His extensive background in local and state government is valuable in guiding leaders through organizational change. Jim is recognized for his success supporting governments and organizations adapting to the challenges of ecosystem management. His vision transcends the traditional silos of natural resource management while engaging and inspiring engagement of a broader cross-section of the public. He has been an architect of new organizations and public initiatives. He specializes in building collaborative programs among governments, business and community organizations. Jim has extensive experience and success bringing parties together from opposite ends of the political spectrum, creating agreement and securing commitments for progress.

Relevant Project Experience

Puget Sound Partnership. Jim was co-manager of the Governor appointed task force to create a new state agency called the Puget Sound Partnership. The task force included local, state and federal elected officials plus leaders from tribes, business and environmental organizations. During the one-year process the task force conducted a multi-stakeholder public process to identify the critical issues facing Puget Sound and developed a scientific evaluation of the need for an ecosystem based approach to protection and restoration of the Sound. Jim facilitated and managed the scientific and policy work and provided strategic advice and staffing for the Task Force. The final report to the Governor was completed on time and under budget. Jim was part of the team that gained legislative approval of the recommendations and created a new state agency in one session.

Shared Strategy for Puget Sound. Kramer was the founder along with Bill Ruckelshaus and former Washington Governor Dan Evans of the nonprofit organization, Shared Strategy. Shared Strategy formed following the listing of Chinook salmon under the Endangered Species Act. Regional leaders in Puget Sound supported Shared Strategy to develop a recovery plan consistent with the Endangered Species Act because no existing organization was trusted to perform the task. Jim created the organization, hired the staff, facilitated the federally appointed science team and managed the stakeholder process. The plan was completed in three years with the involvement of 17 treaty tribes, 14 watershed councils, numerous state and federal agencies and over 100 local governments. The plan was scientifically evaluated and approved by the federal government as the first recovery plan ever developed by the community affected by an endangered species listing. The plan was endorsed by farming communities, business leaders, environmental groups and citizens across Puget Sound. No organization has brought a suit against the plan and all 14 councils and the region are now implementing the plan.

Skagit Agriculture and Tribal Initiative. The Skagit River is the largest freshwater tributary to Puget Sound. The watershed is the most productive and prosperous agricultural area in the region and the river produces the most salmon in the region. Farmers and tribal members have fought each other over resource issues for decades resulting in damaged relationships, lawsuits and lack of trust. Jim brought leaders from the two communities together in a two-year process that reached common ground on management of agriculture and salmon. The tribes and agricultural community with Jim's facilitation and mediation created a lasting foundation. The Initiative is a venue for the leaders to reach consensus on common issues and develop approaches to assist them in support of a healthy farming and fishing community.

Washington State Salmon Recovery Funding Board (SRFB). The Washington State Legislature created the SRFB to distribute funds for salmon recovery across the state. The SRFB is a citizen board appointed by the Governor and supported by several state agencies. Jim was hired by the SRFB to create the grant system and build a working relationship between the state agencies and local restoration groups. Jim worked with scientists and community groups across the state to identify the critical ecosystem issues for recovery of salmon. Jim built lasting relationships between the state agencies and local groups - improving the delivery of services from the state to the local level. He developed a funding program, designed a scientific evaluation process and staffed the citizen board in distributing over \$100 million for restoration and protection projects.

King County Surface Water Management Utility. As project manager, Kramer gained public and political support for the creation of a new utility fee and program to manage surface and storm waters in King County, the most populous county in Washington State. After passage of the new fee, Kramer managed the organization as it grew to over 300 employees. The Utility created the first of a kind watershed planning and management program for the urban, suburban and rural areas of King County. It became nationally recognized under Jim's leadership for innovative scientific approaches and community involvement.

San Juan Initiative. The San Juan Initiative is a collaborative effort between governments, conservation, business and community groups to assess the effectiveness of environmental protection efforts in the San Juan Islands and create community supported and scientifically effective solutions to identified issues. Kramer's vision resulted in an innovative approach to combine science, property owner interests and environmental protection for improved ecosystem management. As manager of the project the Initiative stepped beyond the usual opposing views and positions between environmental protection and property rights. With Kramer's leadership a new dialogue was inspired amongst many in San Juan County about what is working and what is not for protecting the San Juan ecosystem. The Initiative created the political support for changes in local and state regulations, technical assistance to property owners and new incentives for conservation.

Professional Experience

President, Kramer Consulting, Ltd. 2007 to present

Co-Manager - Puget Sound Partnership 2006 - 2007

Executive Director - Shared Strategy for Puget Sound 2001-2007

Natural Resource and Management Consultant 1997 -2001

Project Director - Puget Sound Waterways 1997 - 1999

Deputy Director - Department of Natural Resources, King County 1996 -1997

Director - Surface Water Management Division, King County 1987 -1996

Assistant Director - Surface Water Management Division, King County 1986 –1987
Project Manager - Surface Water Utility Project, King County 1984 –1986
Environmental Review Officer - Thurston Regional Planning Council 1979 –1982
Research Assistant - Washington State Association of Counties 1978 – 1979

Education

The Evergreen State College, Washington, 1978, Bachelor of Arts with emphasis in Natural Sciences and Environmental Chemistry.

Carol Bell MacIlroy

SKILLS and EXPERIENCE

Carol is a visionary and strategic thinker whose exceptional listening skills, strong analytical mind and passion draw people to engage and produce collective results. Carol readily builds trust critical in her work and has successfully worked with and inspired at-risk teens, scientists, elected officials, grantors, planning staff, tribal members, farmers, businessmen, and others to express their interests and work collectively. She has conducted focus groups, managed grants, supervised staff, provided strategic direction and assisted in the development of natural resource public policy across Puget Sound.

RELEVANT WORK EXPERIENCE

Policy Analysis, Independent Consultant (*December 2007-present*): Carol MacIlroy has provided support to local governments and nonprofits across Puget Sound. She has conducted focus groups with recreational river user groups (kayakers, fishermen, safety professionals), analyzed and provided guidance on restoration strategies and investments, and assisted in analysis of the effectiveness of shoreline habitat protection efforts. Currently, she is working collaboratively with the Department of Ecology and regional scientists, elected officials and other key stakeholders to assess the effectiveness of Shoreline Master Program policies and regulations and develop a framework to assist local governments as they strive to achieve no net loss of ecological function while permitting continued growth. Clients and partners include: The Nature Conservancy, King County, Snohomish County, San Juan Initiative, Clallam County, National Fish and Wildlife Foundation and Department of Ecology.

Watershed Liaison, Shared Strategy for Puget Sound (*May 2002-December 2007*): Carol MacIlroy facilitated and supported local, voluntary efforts in seven planning areas in Puget Sound to develop, and deliver on-time, seven separate chapters of a salmon recovery plan in response to the federal listing of Chinook salmon under the Endangered Species Act. She built upon areas of mutual interest between seven Puget Sound Treaty Tribes; local elected officials; farming, fishing, forestry, business, and environmental interests and facilitated their movement from planning into plan implementation. She assisted local efforts in developing, utilizing and communicating science in a manner that assisted decision-makers in creating sound policies. She organized a three-day retreat for Puget Sound salmon recovery planners. As lead staff on transition efforts to close Shared Strategy and transfer work responsibilities to the Puget Sound Partnership she supported Ruckelshaus Policy Consensus Center staff at the University of Washington in their work to conduct a case study of Shared Strategy and convened and facilitated focus groups to explore successes and areas for improvement based on Shared Strategy's work. Focus group topics included: science-policy interface; creating successful scientific, policy and decision-making systems that bridge the local and regional needs and capacities; and engaging state and federal agencies in collaborative processes.

Endangered Species Act Business & Community Outreach Specialist, King County:
(May 1999- July 2000)

- Coordinated Endangered Species Act (ESA) outreach, public involvement and education to Green-Duwamish watershed constituents and the business community.
- Stimulated discussion amongst stakeholders through new outreach efforts including kitchen table meetings with farmers and county staff, small focus group discussion, and airplane flights showing the connection between urban, rural and forest lands.
- Initiated and created partnerships with existing agricultural and development industry outreach programs and incorporated them into the watershed planning process.
- Developed a communications plan for the Green-Duwamish planning effort, created outreach materials, table-top displays, information sheets and other outreach materials.

Seattle Director: YMCA Earth Service Corps (July 1997-May 1999)

- Full responsibility for program development, staff supervision (3 full-time staff and an AmeriCorps team of 10); and grant writing and management
- Developed and facilitated a Community Advisory Council surpassing fundraising goal by 25%.
- Managed grants/contracts from the National Fish and Wildlife Foundation, AmeriCorps, Bullitt Foundation, City of Seattle, Bloedel Family Trust, King County and Boeing Company.
- Planned and facilitated symposiums; retreats; and volunteer service-learning projects on environmental justice, community development, youth action and leadership.

Education and Project Assistant: YMCA and Thorton Creek Project (1995-1997)

- Instructed teachers in service-learning methodology and assisted in classroom applications.
- Liaison between agencies, non-profit and community organizations and schools.
- Conducted presentations on collaboration and community action.
- Organized and facilitated Board and Committee meetings.
- Grant writing, volunteer coordination and newsletter editing responsibilities.

Crew Leader: Chattanooga and Seattle Parks & Rec., NW Youth Corps
Summers (1995-1997)

- Supervised paid inner city and adjudicated youth crews in trail building and maintenance, restoration and invasive plant removal projects.
- Full responsibility for crew safety, training, discipline and leadership development.

EDUCATION

Bachelor of Science, Environmental Science, Willamette University

Salem, OR (1995)

MARGARET E. CLANCY, PWS

Director, Biological Resources and Land Management

Margaret is a Professional Wetland Scientist with 19 years of consulting experience in the Pacific Northwest. She specializes in projects involving Growth Management Act (GMA) and Shoreline Management (SMA) initiatives, watershed management and restoration, and transportation. Margaret enjoys multidisciplinary projects that blend science, planning, policy development and public outreach. She has helped numerous local jurisdictions update and implement CAOs and SMPs and is working on several initiatives related to mitigation effectiveness, watershed characterization, and the integration of resource management and land use planning. Margaret has also managed environmental studies for a variety of road, rail, and bridge improvements, utilities, parks, and private developments and has helped clients comply with environmental regulations through all phases of the project life cycle. She assists clients in finding effective solutions to regulatory compliance challenges by streamlining the environmental review and permit processes. She is adept at obtaining Section 404 permits, water quality certifications, Hydraulic Project Approvals (HPAs), shoreline permits, and Endangered Species Act section 7 concurrence.

Education

B.S., Forestry University of Vermont

Wetland Science and Management Certification, University of Washington

Registrations/Certifications

Professional Wetland Scientist (PWS), Society of Wetland Scientists

Skills and Qualifications

Project Management and Agency Coordination

NEPA/SEPA documentation

Mitigation Planning and Monitoring

Permitting and Regulatory Compliance

Environmental Investigations

19 Years of Experience

Relevant Experience

Duvall Sensitive Areas Ordinance (SAO) Update, Duvall, Washington.

Project Manager. Margaret was the lead for the City's SAO update. The project involved reviewing best available science and developing regulations specifically tailored to Duvall's resources and expected development patterns. Margaret devised a unique approach to protecting stream buffers that allows buffer reductions on some low value stream reaches in exchange for implementing specific restoration and enhancement activities on higher value reaches. The City's SAO also includes fee-in-lieu provisions to streamline the mitigation process.

City of Sammamish SMP Update, Washington. Project Manager. Margaret is coordinating all aspects of the shoreline inventory and characterization, the restoration plan, and the development of policies and regulations. Other components of the project included preparing a public participation plan and a gap analysis/consistency review of the city's existing shoreline regulations. Margaret is also developing recommendations for shoreline environment designations for review and consideration by city staff, local residents, the Planning Commission, and City Council. She wrote a cumulative impacts analysis and assisted the city with an extensive public outreach process.

Issaquah SMP Update, Washington. Project Manager. As the project manager for the Issaquah SMP Update, Margaret is coordinating completion of the shoreline inventory and characterization, the restoration plan, and cumulative effect analysis to comply with the state's 2003 Shoreline Guidelines. She is also assisting with the developmental policies and regulations, including recommendations for shoreline environment designations for portions of Lake Sammamish, Issaquah Creek and the East Fork Issaquah Creek.

Relevant Experience (Continued)

Puget Sound 2020 Action Agenda, Puget Sound Partnership, Washington. *Deputy Project Manager.* Margaret helped the Partnership staff manage and develop the 2020 Action Agenda which identifies the key threats facing Puget Sound and the actions that must be taken to move toward a healthy Sound by 2020. She facilitated the work of several topic forums—groups of experts examining the science and policy questions pertaining to the status and management strategies for quality of life, human health, species/biodiversity, habitat and land use, water quality, and water quantity.

Island County Best Available Science Review for Fish and Wildlife Habitat Conservation Areas, Island County, WA. *Regulatory Compliance Specialist.* Margaret helped the County update policies and regulations for fish and wildlife habitat conservation areas based on a review of scientific literature. Two technical reports were prepared addressing marine and freshwater habitats. These reports identified resources of concern and literature findings pertaining to buffers and best management practices.

Shoreline Master Program (SMP) Update, Jefferson County, WA. *Project Manager.* Margaret served as the Project Manager for the Jefferson County SMP Update. This work included preparing a detailed inventory and analysis of shoreline processes, functions and development patterns; developing a database and map folio to depict shoreline conditions using geographic information systems (GIS); developing a countywide restoration plan; and crafting policies and regulations for managing several hundred miles of marine, river and lake shorelines. Margaret facilitated the work of Technical and Policy Advisory Committees and coordinates with Department of Ecology and other state agencies to ensure that key technical issues involving marine shore processes, water quality, public access and water-dependent shoreline use are addressed. Margaret also supported County staff with an extensive public outreach effort including a multi-day planning charrette and a series of public meetings focused on key shoreline planning technical and policy issues.

Whatcom County SMP Update, Washington. *Project Manager.* Margaret lead the consultant team charged with updating the Whatcom County Shoreline Management Program. The project was the first countywide application of the Department of Ecology's landscape analysis for assessing ecosystem processes. Margaret lead the work to inventory and characterize watershed conditions in each of the County's 26 watershed management units. She also oversaw the reach-scale assessment of shoreline functions on over 600 miles of marine, riverine and lacustrine shoreline. Margaret worked closely with the County, Ecology, and a Technical Advisory Committee to develop data sources and methods to perform the inventory and characterization efficiently and with sufficient accuracy to allow development of policies and regulations for shoreline management. This project also included preparing a restoration plan that integrates the WRIA 1 Salmonid Recovery Plan and identifies additional opportunities for restoration that will improve degraded shoreline functions over time. The project included extensive coordination with stakeholders including a Citizens Advisory Committee.