

Morgan M. Lommele
Principal
PACE Outreach, LLC

Summary of Qualifications

Morgan Lommele, Founder of PACE Outreach, LLC, is a communications professional with **nine years of experience in facilitation and stakeholder engagement**. Morgan has devoted her career to promoting sustainable public policy development among the public, scientists, and policymakers. With a suite of strategic communications, process planning, and facilitation skills, Morgan assists clients in **connecting with stakeholders in productive, efficient, and meaningful ways to craft policy recommendations and outcomes**. Morgan is also a **skilled writer and editor**, developing assessment reports and providing targeted content and message development.

Education	Expertise	Skills
<p>M.a.S. Environmental Policy and Management <i>University of Denver</i></p> <p>B.A. Sociology, International Affairs, German <i>University of Colorado, Boulder</i></p>	<p>Recreation management Water resources Environmental policy, legislation and regulation Resource management Nonprofit management</p>	<p>Facilitation Project management Strategic communications Stakeholder engagement Public outreach Process planning</p>

Experience

Principal, PACE Outreach, LLC; Boulder, Colo.; 2012 – present

PACE Outreach is a small, woman-owned strategic communications firm that specializes in engaging the public and stakeholders in policy processes. PACE provides facilitation, stakeholder engagement, and communications guidance and materials to government agencies, private companies, and nonprofit associations. Morgan frequently partners with Kearns & West (below) in the same capacity.

Senior Associate, Kearns & West, Inc.; Denver, Colo.; 2006 – 2010; 2012

Morgan designed, facilitated, and managed stakeholder-based environmental policy consensus-building and decision-making collaboratives to develop representative policies from a complex range of stakeholder issues, interests, and goals. Morgan also managed public involvement projects that communicated and sought input and buy-in from stakeholders, technical experts, and the public. This included developing reports, outreach materials, policy briefs, talking points, and strategic memos. Clients and partners included Western Governors' Association, US Forest Service, National Park Service, US Department of Energy, NOAA Fisheries, CA Fish & Wildlife, CA Department of Water Resources, US Bureau of Reclamation, Centers for Disease Control, American Wind and Wildlife Institute, Environmental Protection Agency, and state and national nonprofits.

Education and Outreach Manager, International Mountain Bicycling Association; Boulder, Colo.; 2010 – 2012

Morgan managed IMBA’s grassroots advocacy program, the “Trail Care Crew.” This entailed working with land management agencies to address recreation management challenges through master planning, policy analysis, public outreach, and natural resource management best practices. She also helped nonprofit organizations build their capacity by providing feedback on their existing practices, facilitated strategic planning, and developed communications materials to advance IMBA’s membership and advocacy objectives. Clients and partners included National Park Service, US Bureau of Land Management, US Forest Service, US Army Corps of Engineers, US Department of Defense, state and national nonprofits, and more than 40 local, state, and federal land management agencies, land trusts, and landowners.

Facilitation and Stakeholder Engagement Projects

Stakeholder Groundwater Dialogue, Resources Legacy Fund (California), 2014

Co-Facilitator. At the request of California Governor Brown and the California State Legislature, Morgan was part of a consultant team charged with developing a set of stakeholder-supported policy recommendations to overhaul groundwater management in California. Despite California’s history of drought and its reliance on water to support the state’s global food exports, there are few groundwater regulations in place, which leads to a “tragedy of the commons” for this resource. The team convened a 13-person Steering Committee representative of the different interests and positions at stake, four Interest Group meetings, coordination with legislative hearings, and involvement from the public at state workshops, to develop a draft report that could be presented to the State Legislature and serve as the basis for groundwater management policy legislation designed to improve California’s approach to groundwater management. Morgan is organizing and co-managing the report development process, developing guiding memos based on stakeholder

feedback, and drafting the stakeholder dialogue portion of the report.

Yuba Salmon Forum, National Marine Fisheries Service, 2014 – present

Co-Facilitator. Facilitating two tiers of stakeholder negotiations between state and federal agencies, public water agencies, and environmental conservation groups in an effort to determine passage for spring run Chinook salmon and steelhead above the Army Corp of Engineer’s Daguerra Point and Englebright dams. Coordinating small- and large-group technical meetings, providing communications materials, and facilitating decision-making.

Confidential Transmission Line, Private Developer, 2014 – present

Stakeholder Involvement Specialist. Advising on effective outreach with decision-makers and stakeholders (including community leaders, environmental NGOs, consumer and business groups, and others) in advance of an ISO application and determination for an offshore transmission line. Developing public information materials, identifying key stakeholders, and conducting outreach to share information and understand and address stakeholder interests and concerns about the project in advance of a project filing.

Conifer Area Master Plan, Jefferson County, Colo., 2013 – present

Lead Facilitator and Stakeholder Engagement Specialist. Designing the stakeholder engagement and public outreach process for the Conifer Recreation Coalition's community wide vision and framework that fosters collaboration and assists in developing recreation priorities, funding opportunities, and sustainable management or programs and facilities. The key deliverable is a master plan that includes an assessment of the area's recreational experiences and opportunities, articulates the Coalition and the Conifer community's vision for future recreation development, identifies a set of priority initiatives and implementation strategies for realizing the CRC's vision. Morgan designed the public involvement process, conducted stakeholder interviews, co-facilitated two public workshops, developed the summary of stakeholder involvement report, and provided advice and input on the master plan.

Benchmarking Public Engagement Efforts, Bureau of Ocean Energy Management, 2013 – present

Co-facilitator. To enable more meaningful public engagement during the agency's regulatory process, assisting BOEM to understand approaches that have been used to build relationships and dialogue with stakeholders/communities, by whom within each sector, in advance of permitting and during permitting; and understand approaches that have been used to make science and technical information accessible, through research and stakeholder interviews. The deliverable will be a final report that will include findings and recommendations on options BOEM can consider to help achieve its goals and determine an informed plan of action for offshore renewable energy permitting, education, and outreach.

Fish Restoration Program, CA Department of Water Resources, 2012 – present

Project Manager and Facilitator. Managing the public outreach portion of this habitat restoration and water resource agreement, including identifying all key stakeholders, designing engagement strategies and creative opportunities for proactive and genuine involvement, developing meeting materials, facilitating technical work groups, advising on regulatory policy, and managing the CEQA/NEPA process.

San Joaquin River Restoration Program, US Bureau of Reclamation, 2006 – 2009; 2012 – present

Stakeholder Involvement Specialist. To implement this landmark program, providing public involvement and process design with 100+ stakeholders and five federal and state natural resource agencies. Designed the program's Public Involvement Plan to guide strategic program communications with the public, key stakeholders, and third parties; and drafted the NEPA Scoping Report based on four scoping meetings. Drafting strategic communications documents (newsletters, fact sheets, schedules, brochures); coordinating and facilitating stakeholder workshops, public meetings, and technical Work Group meetings; and facilitating the high-level Channel Capacity Advisory Group.

Geospatial Publication Investment Planning Facilitation, US Bureau of Land Management, 2012

Stakeholder Involvement Specialist.
Coordinated and facilitated stakeholder involvement in the BLM's effort to upgrade the way their employees access, use, and share geospatial information internally and externally. Developed program management documents that guided the BLM's implementation of new practices and procedures, developed a process to interview 100+ stakeholders and compile their feedback into a useful document, and drafted many of the resulting management plans.

Hydrokinetic Siting Stakeholder Assessment, US Department of Energy, 2009

Stakeholder Involvement Specialist.
Identified and interviewed 35 stakeholders and developed an assessment to identify and address key issues associated with the regulatory requirements for siting wave and tidal energy projects. The information was used to develop a summary of issues and recommendations and further engage stakeholders in the hydrokinetic regulatory process. Performed substantial research to identify a list of individuals and stakeholders with whom to engage, including state and federal regulatory agencies, resource agencies, local governments, tribal governments, NGOs, existing ocean users, utilities, device manufacturers, and project developers.

Stakeholder Assessment for Nutrient Loads, Environmental Protection Agency, 2009

Stakeholder Involvement Specialist.
Developed a comprehensive background paper detailing possible approaches for convening a stakeholder dialogue on how to collaboratively solve nutrient loading in the Gulf of Mexico. Identified 40

stakeholder interviewees that could assess whether a negotiated process is desirable and agree on a set of convening criteria, and interview questions in order to recommend process design.

Bay Delta Conservation Plan, California Natural Resources Agency, 2009

Stakeholder Involvement Specialist.
Synthesized public comment received during 13 public scoping meetings with members of the public and key stakeholders interested in the BDCP. The report provided a concise summary of key issues and take away points on each resource area to help the resource agency grasp the substance of each comment and easily incorporate key public concerns and issues into the regulatory and planning process.

Big Creek Hydroelectric Relicensing, Southern California Edison, 2006 – 2009

Project Manager and Facilitator. Provided collaborative process and stakeholder management services in support of SCE's relicensing of the 1,011MW Big Creek hydroelectric facilities. Managed outreach and communication with stakeholders including state and federal resource agencies, NGOs, tribes, and local community members to reach the Big Creek ALP Settlement Agreement. Facilitated stakeholder and public workshops to transition relicensing activities into new license compliance activities, and developed the report entitled 'Hydroelectric Projects: Transitioning from Relicensing to Implementation,' a series of best practices and lessons learned based on two-dozen stakeholder, agency, and licensee interviews.

Western Renewable Energy Zones, Western Governors' Association, 2007 – 2009

Facilitator and Project Coordinator.

Supported the Zone Identification and Technical Analysis Work Group and the Technical Committee by providing detailed meeting reports, assisting in the development of work products to present to Western Governors, supporting stakeholder outreach support, and providing strategic process design.

DELTA and EMPOWER Collaboratives, Centers for Disease Control, 2006 – 2008

Project Manager and Facilitator.

Coordinated the strategic planning process for and facilitated biannual 3-day meetings between the CDC and its program grantees, for two of its collaborative projects focused on the elimination of intimate partner violence (DELTA) and the elimination of sexual assault and the empowerment of its victims (EMPOWER). Guided the collaborative in developing and building consensus around the meeting agenda's process and objectives, and facilitated planning calls and the 60-person biannual meeting.

Board Meeting, American Wind and Wildlife Institute, 2008

Meeting and Event Manager. Provided all logistical and planning support to help launch the first Board of Directors Meeting for the American Wind and Wildlife Institute, a collaboration of science-based conservation and environmental groups and wind energy companies to facilitate timely and responsible development of wind energy while protecting wildlife and wildlife habitat.

Deploying Near Zero Technologies for Coal Workshop, Western Governors' Association, 2007

Project Coordinator. Assisted in the design and execution of a workshop to determine a path to achieving the full commercial scale deployment of near-zero emissions coal technology. The workshop findings were to be used by Governors to craft future policy resolutions and encourage action to accelerate the deployment of technologies. Recruited speakers and compiled strategic meeting summaries for workshop planning sessions and key workshop documents.

Santa Clara Broadband Consensus Conference, Santa Clara University, 2006

Project Coordinator. Coordinated a conference organized by Santa Clara University's Center for Science, Technology, and Society and the Broadband Institute of California to urge greater public participation in planning broadband networks and allow panelists to deliver policy recommendation for cities building municipal broadband networks. Assisted in developing strategic agendas and moderator's guides for the conference.