

Sarah Stokes Alexander
Vice President, Programs

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Sarah Stokes Alexander serves as Vice President of Programs for Keystone Policy Center and has 18 years experience working as a facilitator to collaboratively solve complex public policy issues. She has facilitated numerous efforts in the areas of sustainability, agriculture, transportation, environmental cleanup, and forestry at local, national, and international levels. She has provided facilitation of industry-led sustainability initiatives, interagency coordination efforts, regulatory negotiations, strategic planning, and national and regional dialogues. She provides training in collaborative leadership, stakeholder engagement, and sustainability strategies. Sarah graduated from Middlebury College with a Bachelors degree in environmental studies, and holds a Masters of Public Administration from Harvard University.

Mediation and Facilitation Experience**Colorado Oil and Gas Task Force**

Sarah assisted in the facilitation of this group that was created to address impacts of oil and gas development to nearby communities and local governments. The task force met for almost a year and held meetings throughout the state hearing from a wide range of stakeholders. She helped with all aspects of this work, including the development of recommendations that are being implemented by the state. (2014 – 2015)

Monarch Collaborative

Following recent declines in Monarch Butterfly populations, the Keystone Policy Center brought together a diverse group of committed stakeholders, including scientists, conservationists, farmers, and the private sector, to find collaborative solutions to strengthen Monarch populations. The coalition's initial conversations, held in spring of 2015, have led to ongoing efforts to develop collaborative strategies to involve the rural and agricultural communities in better assessing the status of Monarch butterflies and supporting their continued recovery. (2015 – present)

Landscape Stewardship

For more than five years, the Keystone Policy Center has worked to develop and promote a series of Landscape Conservation Cooperatives — management-science partnerships for addressing climate change and other stressors at a landscape scale. These ongoing efforts — part of a nationwide U.S. Department of Interior initiative involving federal, state, tribal, academic, non-governmental, and private sector stakeholders — help strengthen conservation efforts by providing opportunities to develop, access, and share applied science. (2010 – present)

Field to Market: The Alliance for Creating Sustainable Agriculture Outcomes

The Keystone Policy Center convened this diverse group of conservation organizations, growers, and businesses throughout the agricultural supply chain to identify outcomes for sustainable production of commodity crops in the United States and support implementation of production systems that lead to

broad performance improvements against these criteria. The effort that will result in a broad platform that the entire supply chain — from growers to retailers — evaluate progress towards more sustainable practices. Sarah serves as Field to Market's project director for the Keystone team. (2006 – present)

Tenderfoot Mountain Motorcycle Trail System

Summit County and the U.S. Forest Service hired Keystone Policy Center to convene a task force to deliberate and negotiate issues brought forth in the public comment period of the Environmental Assessment for the Tenderfoot Mountain Motorcycle Trail System. The 21-member Tenderfoot Task Force represented all stakeholder groups with an interest in the future of Tenderfoot Mountain. They held seven five-hour meetings over the course of three months and developed a consensus-based set of recommendations along with an extensive proactive and adaptive management plan. These were submitted to White River National Forest Supervisor Scott Fitzwilliams and will be entered into record as an appendix to the Environmental Assessment. (2013)

National Parks CEO 2012 Forum

The Keystone Policy Center provided facilitation support to assist CEOs from National Parks around the world to come to agreement on a declaration to use their assets to reconnect people with nature. The declaration, signed in Jeju, Korea in 2012 was endorsed by CEOs of National Parks and Protected Areas from the Americas, Asia, and Africa. (2012)

Chemical, Biological, Radiological & Nuclear Medical Countermeasures End-User Roundtable

The Biomedical Advanced Research and Development Authority (BARDA), within the Office the Assistant Secretary for Preparedness and Response (ASPR) in the U.S. Department of Health and Human Services (HHS) oversees the development of requirements for, advanced development, and acquisition of medical countermeasures (e.g. drugs, vaccines, diagnostics) to protect the civilian population against the adverse health effects of CBRN, pandemic influenza and other emerging infectious disease threats. The medical countermeasure requirements developed by BARDA establish both the qualitative and quantitative characteristics of the medical countermeasures that HHS will seek to procure for the Strategic National Stockpile (SNS) and ensure are available when needed. In order to better inform these requirements, BARDA is convened a roundtable discussion with the ultimate end-users of such medical countermeasures, including first responders, emergency room physicians and nurses, local/hospital laboratory directors, state and local emergency planners, and others. (2009)

Breckenridge Peak 6 Social Issues Task Force

Sarah facilitated the deliberations of a task force comprised of members from Summit County, the Town of Breckenridge, Breckenridge Ski Resort, and small business owners to address the social and economic issues that might result from the proposed addition of lift-serviced terrain at Breckenridge Resort. The findings of the task force will be considered in the Forest Service Environmental Impact Statement (EIS) for the proposed project. (2008 – 2009)

I-70 Mountain Corridor Collaborative Effort

Sarah served as the director 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 more than 10 years of disagreement, the 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. (2007 – 2008)

Consultation to IUCN on Multistakeholder Consultations for the Ghana EU Voluntary Partnership Agreement Negotiation Process

On behalf of IUCN, assisted in designing a multi-stakeholder process to support Ghana's negotiations with the EU on a Voluntary Partnership Agreement on timber exports. The VPA process is being approached by both the EU and the government of Ghana as an interest-based negotiation. It is important to both parties that the negotiations address the underlying interests associated with establishing a system for defining and validating legal timber for export. Sarah provided consultation to IUCN on multi-stakeholder consultations in the context of interest-based negotiations, suggested roles and responsibilities for each of the major stakeholder groups involved in the negotiation, options for stakeholder consultations and communication tools and their relative strengths and weaknesses, and proposed process and additional next steps. (2007 – present)

Centers for Disease Control and Prevention – National Health Goals

In 2006, CDC staff asked the Keystone Policy Center to design and conduct a national public engagement effort to help senior leadership in the agency align their budget with the nation's most important public health problems. Sarah served as a facilitator for the Keystone team that led public meetings in Washington, D.C.; Little Rock, Ark.; Oakland, Calif.; San Antonio, Texas; and Boston, Mass., with a national tribal meeting in Denver, Colo. (2006)

Sustainable Pueblo

Sarah designed and facilitated a community-based effort to address sustainability issues in Pueblo, Colo. The U.S. Army's Assembled Chemical Weapons Alternatives program initiated the project to help address the economic impacts of their chemical weapons facility on the community. The Keystone Policy Center convened a steering committee and five working groups (environment, economic development, education, community, and communications), provided facilitation and substantive expertise to develop a sustainability strategy. The steering committee has partnered with local chambers, Xcel Energy and other regional sustainability efforts to provide community forums and resources and is in the process of forming an independent 501(c)3 organization to provide the Pueblo community with ongoing support for sustainability efforts. (2004 – 2005)

Monsanto Biotechnology Advisory Council

Sarah served as the facilitator for Monsanto's external advisory board on biotechnology issues. The advisory council members include a diverse group of public opinion leaders from around the world, providing strategic input to the Monsanto Corporation on biotechnology issues. The advisory council works directly with Monsanto's CEO and senior management. (2001 – 2011)

International Petroleum Industry Environmental Conservation Association (IPIECA) Strategic Issues Assessment Forum

Keystone Policy Center assisted IPIECA in the formulation and implementation of stakeholder dialogue between international petroleum companies and government and non-governmental organizations. Sarah helped develop the agenda and facilitate sessions regarding the global environmental issues facing the industry such as biodiversity, corporate governance, and globalization. (2001)

The Liberty Pipeline Interagency Collaborative Effort

Sarah served as a co-facilitator in an interagency collaborative effort to identify alternatives for pipeline design, routing, and landfall the Liberty Project pipeline in Alaska — one of the first production offshore pipelines on the Arctic outer continental shelf. Because of their divergent mandates, the agencies involved asked Keystone Policy Center to assist them to focus on their shared interests, narrow their differences, and develop viable alternative pipeline designs that were analyzed in Liberty environmental impact statement. (1999 – 2000)

Snake River Watershed Task Force

Sarah directed this community-based effort to improve water quality in the Snake River watershed in Summit County, Colo. The mission of this group is focusing in particular on reducing the concentrations of heavy metals in the Snake River and its tributaries. The effort includes participation from the two ski areas in the basin, watershed residents, local environmental and community groups, mining interests, the county and state, the United States Forest Service, and the U.S. Environmental Protection Agency. Keystone remains the facilitator for the Snake River Watershed Task Force. (1999 – 2001)

Colorado State Highway 9 Environmental Impact Statement, Colorado Department of Transportation

Sarah directed and facilitated public involvement activities in the development of an Environmental Impact Statement for Colorado State Highway 9 in Summit County. Work included identifying issues and potential parties, developing a stakeholder scoping report, convening and facilitating meetings of a twenty-five member citizen's advisory committee and technical workgroup, and assisting with other public involvement efforts and activities. (1999 – 2005)

National Ski Areas Association Environmental Charter Initiative

Sarah was the project director working with the National Ski Areas Association to conduct an open collaborative process to develop a set of environmental principles for ski areas. The process involved environmental groups, local, state, and federal government agencies, user groups, and ski areas from across the country, and culminated in a charter in the Spring of 2000. (1999-2000)

EPA Sustainable Industry Mountain Resorts Sector

The EPA's Sustainable Industry program asked Keystone Policy Center to assist them in gathering input from all stakeholders on their development and implementation of sustainable business practices within the travel and tourism industry at mountain resorts. Sarah provided consultation in the EPA's efforts to establish partnerships with the industry and identify areas of mutual agreement for voluntarily improving environmental performance at mountain resorts. (1999 – 2000)

Copper Mountain Collaborative Front-loaded Interagency Process

Sarah served as project director and facilitator and process consultant for an interagency collaborative effort aimed at improving interagency collaboration, coordination and communication for ski area approval processes. The process was piloted at Copper Mountain Resort and documented for use throughout Region 2 of the U.S. Forest Service and Region 8 of the EPA. (1999 – 2000)

Mountain Resorts Planning Workshop

Sarah was a lead facilitator for a three-day workshop on how to better coordinate local and federal planning efforts for mountain resorts. Workshop participants included representatives from the U.S. Forest Service, EPA, the Army Corps of Engineers, and state and local government agencies. The workshop resulted in a set of draft elements for a collaborative planning and environmental review process for mountain resort development which was piloted in Colorado. (1999)

National Dialogue on Military Munitions

Sarah served as a facilitator for a national dialogue regarding conventional military munitions policy. A final report was produced in September 2000. (1997 – 2000)

Rocky Mountain Arsenal Assessment of Public Involvement

Sarah served as a co-facilitator to conduct interviews and present findings to the EPA regarding public involvement in the cleanup process at the Rocky Mountain Arsenal. The Keystone Policy Center was asked to conduct an assessment because of numerous breakdowns in communication in the public involvement process. The results of the assessment were presented to both the EPA regional office and EPA headquarters. (1998 – 1999)

Rocky Flats Cleanup Agreement Negotiations

Sarah was the member of a Keystone Center team mediating negotiations between the U.S Department of Energy, the U.S. Environmental Protection Agency, and the Colorado Department of Public Health and the Environment over the development of a new cleanup agreement for the Rocky Flats Environmental Technology Site. She provided lead facilitation for the technical work group responsible for developing the Cleanup Work Plan that includes the processes to guide cleanup as well as the schedules and the associated legally enforceable milestones. She also served as a co-facilitator for the work group determining action levels and cleanup standards for Rocky Flats. (1994 – 1996)

Federal Facilities Environmental Restoration Dialogue Committee

As part of a team of facilitators, Sarah facilitated a 50-person national dialogue, chartered under the Federal Advisory Committee Act that focused on federal facility environmental restoration issues. The FFERDC consisted of representatives from EPA, DOD, DOE, and other federal agencies, state and tribal government agencies and associations, and environmental, citizen and labor organizations. The committee's Final report in April 1996 included principles and recommendations for a model decision-making process and an agreed upon approach for setting priorities for federal facility cleanups. (1994 – 1999)

Rocky Flats Summit

Sarah facilitated a work group for the Rocky Flats Summit, a two-day meeting involving more than 100 public stakeholders and agency officials to develop a vision for the future of Rocky Flats. The product of

the summit was considered in the negotiations of the Rocky Flats Cleanup Agreement, and the Vision for Rocky Flats developed by the Department of Energy, the State of Colorado, and the Environmental Protection Agency. (1996)

Department of Energy Environmental Management Science Program

As a member of a Keystone Center team, Sarah assisted in convening and facilitating a multi-stakeholder meeting at Hanford, Washington to solicit input on DOE's initiative entitled the Environmental Management Science Program (EMSP) designed to more closely link basic science research efforts with the Agency's most pressing and currently intractable environmental cleanup and restoration issues. (1996)

Rocky Flats Retreat

Sarah assisted in the facilitation of a three-day retreat for the State of Colorado, the U.S. Department of Energy Rocky Flats, and the U.S. Environmental Protection Agency, Region VIII. The retreat addressed issues surrounding consultation among the three parties. (1995)

Department of Energy Health Monitoring Workshop

Sarah assisted in the facilitation of a one-day workshop to gain union input on a U.S. Department of Energy working paper, outlining a possible program for health surveillance of former DOE workers. (1994 – 1995)

Strategic Planning

Sarah facilitates strategic planning sessions for numerous organizations including Midcountry Financial, Summit School District, Summit County, Volunteers for Outdoor Colorado, Global Response, Leadership USA, Bristlecone Hospice, and Summit Association of Realtors. (1994 – present)

Training Experience

The Keystone Leadership Forum: Integrating Sustainable Development into Business

Sarah directed the team designing and facilitating Keystone Center's Leadership Forum. Drawing upon its multi-stakeholder facilitation and field science school expertise, the Keystone Policy Center created a year-long process designed to help corporations develop the skills and tools necessary to accelerate the understanding and acceptance of sustainable development within their companies. The forum, through its emphasis on both experiential and facilitated learning, was designed to provide the participants the best opportunity possible to learn from each other, as well as from selected experts and stakeholders, in a series of meetings held around the world. Participants included Du Pont, Dow Chemical, CH2M Hill, Conoco, Cinergy, Duke Energy, General Motors, Johnson & Johnson, Mead, MIT, Nike, BP Amoco, and Vail Resorts. (1998 – present)

Leadership Summit

Sarah serves as the program director for Leadership Summit, a community, collaborative leadership program in Summit County, Colo. She is responsible for curriculum development, facilitation, participant mentoring, and program design and works with a community-based Steering Committee. (2004 – present)

DOE Carbon Sequestration Risk Communications Workshop

Keystone Policy Center organized and conducted a risk communication workshop to a diverse group of researchers involved in the National Energy and Technology Laboratory and Department of Energy efforts to develop carbon sequestration. The workshop focused on public outreach and communication strategies. (2005)

Keystone Summer Leadership Institute

Sarah designed and facilitated Keystone Policy Center's annual leadership institute, with sessions focusing on collaborative leadership, stakeholder engagement and leadership within the topic of sustainability. (2003 – 2005)

Collaborative Leadership Workshop and Coaching

Sarah facilitated the Summit County School District Administrative Team Retreat and on-going coaching with administrators from specific schools. (2004)

Sustainability Leadership Workshop

Sarah provided this workshop at the Fort Carson Community Sustainability Conference with Mary Ferdig, Sustainability Leadership Institute. (2004 – 2005)

Awards and Appointments

2010 Sharon M. Pickett Award, Association for Conflict Resolution, awarded for advancement of the cause of environmental protection through the effective use of alternative dispute resolution

Co-chair, Monitoring Progress and Measuring Success Workgroup, Solutions from the Land, UN Foundation (2010 – 2012)

Specialty Group Leader for Agro-security and Biofuels, IUCN Commission on Education and Communication (2010 – 2012)

Publications and Presentations

Middlebury College Environmental Colloquia, 2013

Food Security, Agriculture and Biodiversity, IUCN World Congress Workshop, Jeju, Korea, 2012

Altantic Monthly Forum 2011

Strategies for Sustainable Practices, Keynote Session, American Waste and Management Association, Indianapolis, IN, 2004

American Heritage River Network Annual Conference, Keynote Speaker, El Paso, Texas, 2003

The Precautionary Principle, Risk Assessments and Communication, Asociacion Nacional de la Industria Quimica Annual Conference, Mexico City, 2001

A Community Field of Dreams?, Chemistry Business, July/August 2001

Paradigm Lost: Community Outreach in the New Millennium, 2001 Responsible Care Conference

Dueling Scientific Information, Alternative Dispute Resolution and Natural Resources: Building Consensus and Resolving Conflicts in the Twenty-First Century, Udall Center Conference, 2000

Prospects for Collaboration in the American West: New Solutions for Natural Resource Management, John F. Kennedy School of Government, Harvard University, 1998

Successful Negotiations: A Review of Literature for Participants in Public Sector Information Technology Projects, John F. Kennedy School of Government, Harvard University, 1998

From Treaty to Trust: Considerations for Resolving Tribal Government-to-Government Disputes Over Natural Resources, American Bar Association Section of Natural Resources, Energy, and Environmental Law 9th Annual Conference on Environment and Development in Indian Country, Conference Materials, 1997

Education, Training, and Certificates

Harvard University, Master of Public Administration, 1998

Middlebury College, Bachelor of Arts, Environmental Studies, magna cum laude, high departmental honors, 1993

Employment

Keystone Policy Center, Vice President, Programs
Keystone, Colo. (1998 – Present, 1994 – 1996)

- Have served in a variety of positions, from senior facilitator to vice president

Independent Consultant

Summit County, Colo. (1997)

- Provided consultation on environmental policy and fundraising issues. Clients and projects included:
 - Tullalip Tribes and Harvard University Native American Program
 - Vail Resorts Incorporated
 - American Farmland Trust, Rocky Mountain Field Office
 - The Summit Foundation, and
 - Western Wildlife Habitat Partnership.

Center for Resource Management, Assistant and Writer
Denver, Colo. (1993 – 1994)

- Conducted environmental assessments, organized conferences, and consulted on sustainable building and planning issues. Helped develop corporate environmental policy for various corporations, and worked on regional projects such as the Stapleton Redevelopment Foundation strategic plan, the Western Rendezvous, and the Vail Symposia.