



**RFP Response for Central Wasatch Commission:  
Mountain Accord Central Wasatch Commission Situational Assessment and  
Facilitation of a Path Forward**

**Prepared by:**

**Common Ground Institute  
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**Contact:**

**Ben McAdams**

**801-560-3988**

**[benmcadams@gmail.com](mailto:benmcadams@gmail.com)**

**[staff@cgileader.org](mailto:staff@cgileader.org)**

## **A) Contractor Summary**

Common Ground Institute (CGI) was founded by former U.S. Congressman Ben McAdams. CGI is organized around the principle that complex problems often require complex solutions and creative problem solving that grows from intense listening and continuous stakeholder engagement. CGI focuses on leveraging public and private partnerships to benefit communities, businesses, and local governments alike to ultimately address broadly challenging issues like environmental sustainability, public asset management, and consensus building.

As a former congressman, mayor, and state senator, CGI founder Ben McAdams has vast knowledge of the tools needed to facilitate conversation and strengthen relationships in order to create long-term beneficial solutions for all stakeholders. CGI brings guidance and support to business owners, local government officials, and community advocates to identify their unique needs and to find commonalities present across opposing, competing, or unsatisfied stakeholder groups.

As an original signatory and former Executive Board Chair of the Mountain Accord Charter, Ben McAdams and the CGI team are familiar with the relevant stakeholders and their ideals for the future of the wasatch and recognize where those ideals overlap. Using that background and awareness of the differing needs and wants of each stakeholder, CGI can provide the facilitation skills and political context necessary to review the Mountain Accord Charter and recommend the changes needed for a continued commitment to recreation, measured growth, smart transportation, and updated sustainability measures for the Wasatch mountains.

## **B) Capabilities and Methodology**

The initial purpose of the Mountain Accord charter was to provide a framework of landscape-scale, long-term context and a transportation system that serves water,

lands, environment, recreation, and economy. Six years after the commitment and implementation of the charter, what has changed? CGI understands the importance of the initial goals and outcomes identified and how crucial it is to apply a new lens for an updated CWC to continue to move forward and fulfill its mission.

The initial document prioritized actions for the CWC to implement and focus on;

- protect watershed and the environment
- designate additional federal protections of the land, limiting expansion of ski areas
- reduce patchwork of public and private land ownership, move private lands with high watershed and environmental values to public ownership
- cluster development along transit corridors and within ski base areas, following local land-use plans
- Accommodate and manage growth of recreational uses, integrated with transit solutions
- Create transportation connections using transit, walking, biking, and reducing vehicle use
- Reduce natural hazard risk and improve emergency response capability

CGI will be asking questions as they analyze the current circumstances and create updated recommendations for the CWC Board and staff. What actionable goals are still relevant and require ongoing action? Which of these outcomes are no longer relevant and can be replaced with new goals and long-term plans? Furthermore, while the initial Mountain Accord process was inclusive and resulted in serious collaboration - what was missed? What new outcomes have been identified that we can start to build toward? Are there new stakeholders, new problems, unforeseen changes, or new factors that will result in an entirely new framework? CGI will approach this project with respect for the initial document and the foundation that has been laid for the future of the Wasatch and with the ambition to build on that foundation and create a roadmap for future progress and effectiveness on new and existing outcomes.

CGI's process will use the following original goals as guiding principles, but will utilize stakeholder input and facilitation to update these actions items and determine the current needs and goals of the CWC;

- protect watershed and the environment
- designate additional federal protections of the land, limiting expansion of ski areas
- reduce patchwork of public and private land ownership, move private lands with high watershed and environmental values to public ownership
- cluster development along transit corridors and within ski base areas, following local land-use plans
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CWC Board members and staff have identified aspects of the initial charter that are no longer relevant or need new strategies to be achieved. CGI staff will give particular attention to issues that remain unresolved, like environmental protections, land exchanges and transportation challenges. Additionally, items where no consensus has been reached will be prioritized in the facilitation process to aim for genuine progress on the future of the CWC. Over the 7 week project period, CGI will be focused on reassessing what the CWC can successfully achieve and ensuring that the governance structure of the CWC has the necessary components for success in the future to meet new and updated outcomes.

CGI's process will start immediately after January 10th with an initial meeting with CWC staff to prioritize needs and lay the preliminary groundwork for this project. Ben McAdams and Hannah Barton will remain in contact with Blake Perez and Kaye Mickelson throughout the project for timely updates and ongoing conversations about the work that is being done.

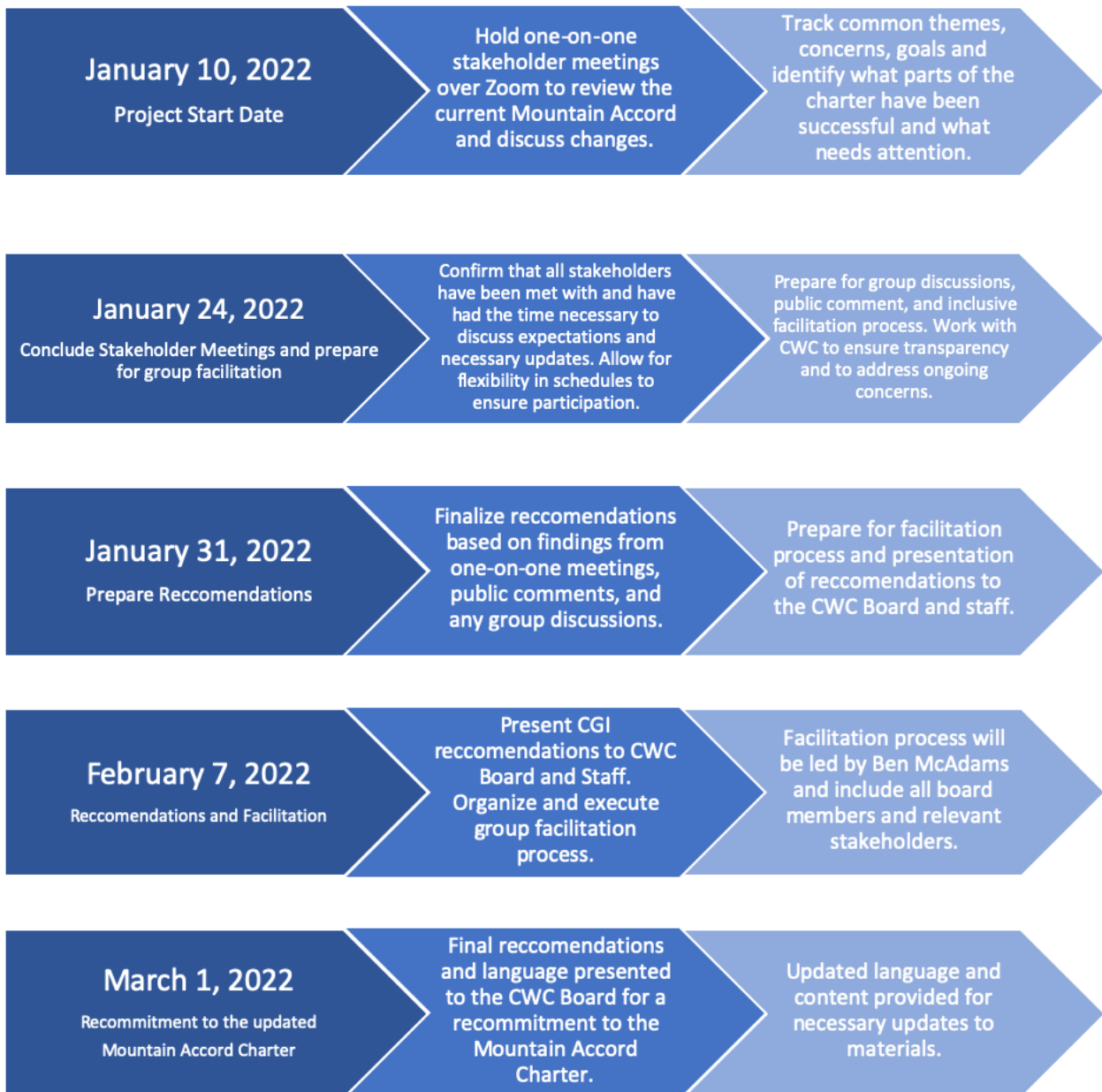
Following this initial meeting, the CGI team will initiate one-on-one meetings with board members and relevant stakeholders to candidly discuss the Mountain Accord charter and possible changes. Care will be taken to focus on unresolved aspects of the initial charter and items that require attention, like the Grizzly Gulch-Patsy Marly Ridge resolution, immediate, short-term, and long-term transportation solutions, and environmental impact and sustainability measures. These stakeholder meetings will be held remotely, to accommodate schedules and ensure the completion of all these meetings by the end of January. In-person meetings will be held, as requested, in public meeting spaces or communal work spaces.

CGI staff will work to gather common themes from these stakeholder meetings to begin to identify the common ground between all involved parties. As these meetings are held, CGI staff will begin to prepare for a larger group discussion on the future of the CWC and its administrative structure. The facilitation process will begin in early February, led by Ben McAdams, with small and large groups of stakeholders to define common goals and layout realistic outcomes for the future.

By the end of February, final recommendations will be presented to the CWC Board and staff for implementation. These recommendations will build upon the important work that began in 2013 and will add necessary changes for 2022 and beyond. CGI's recommendations will be inclusive, realistic, and give the CWC the guidance it needs to continue to be successful in sustaining the Central Wasatch Mountain Range for generations to come.

### **C) Expected Results**

CGI expects to complete the situational assessment and facilitation of a path forward and present our findings by March 1, 2022. The following timeline provides more details on CGI's approach.



## **D) Executives, Staffing, and Management**

### *Ben McAdams, CGI President*

Former U.S. Congressman Ben McAdams is a Senior Fellow at the Sorenson Impact Center at the David Eccles School of Business and founded the Common Ground Institute to focus on bridge-building and problem-solving on matters of public interest.

As a Member of the United States Congress, he served on the House Financial Services Committee, the House Science, Space and Technology Committee and as a member of the House Task Force on Financial Technology. Prior to his congressional service, McAdams served as Mayor of Salt Lake County and in the Utah State Senate.

As Mayor, McAdams found creative solutions to large-scale issues by catalyzing public/private partnerships and bringing stakeholders to the table to ensure long-term success. Prior to his public service, McAdams practiced securities law with Davis Polk & Wardwell in New York and Dorsey & Whitney in Salt Lake City representing clients in public and private capital markets transactions and as an adjunct professor teaching Securities Regulation at the SJ Quinney College of Law at the University of Utah.

### *Hannah Barton, CGI Operations and Stakeholder Management*

Hannah Barton served as Constituent Liaison in the office of Congressman Ben McAdams and previously worked on the Mayor's Special Projects team in the Salt Lake County Mayor's Office. Hannah received a Masters of Public Administration from the University of Utah and a Bachelors of Political Science from Utah State University.

## **E) Communication**

Our team will be available to executives, management and staff by email, telephone or other remote communications such as Zoom and in-person meetings as requested. If selected, CGI will work with CWC staff to develop a list of stakeholders to interview for the situational assessment and will immediately begin to contact stakeholders to schedule a time to interview by Zoom. We intend to develop a spreadsheet to track the

status of interviews and notes of feedback and observations obtained from the stakeholder interviews. We will provide weekly updates on the status of situational assessment interviews to staff on a weekly basis, or as requested by executives, management and staff.

Based on the information and feedback gathered from the situational assessment interviews, we will develop a plan to hold multi-stakeholder conversations to facilitate a path forward.

#### **F) Equipment**

No equipment is required. We hope to have access to some time from CWC staff as needed to inform, prepare and present our recommendations.

#### **G) Expense Breakdown**

Below is a table of staff compensation rates. CGI does not expect to charge CWC for any additional expenses, within reason, relating to this scope of work.

Staff	Position	Hourly	Daily Rate	Travel Rate
Ben McAdams	Principal	\$350	\$2800	N/A
Hannah Barton	Policy Analyst	\$30	\$240	N/A

#### **H) Expense Summary**

CGI agrees to cap its proposed fees at the RFP's budget of \$20,000. Below is a summary of anticipated activities and related expenses.

Task	Position		Total
Project kickoff, existing conditions and research	McAdams	3	\$1050
	Barton	5	\$150
Situational assessment, stakeholder interviews	McAdams	25	\$8750



	Barton	30	\$900
Review situational assessment and develop facilitation gameplan with executives, management and staff	McAdams	4	\$1400
	Barton	10	\$300
Facilitation of the path forward	McAdams	15	\$5,250
	Barton	20	\$600
Summarize results and present recommendations	McAdams	10	\$3,500
	Barton	20	\$600
Total			\$22,500

#### **I) Licensing and Bonding**

Ben McAdams is licensed to practice law in the State of Utah.

#### **J) Insurance**

CGI maintains commercial general liability insurance with per occurrence limits of \$1,000,000 and general aggregate limit of \$2,000,000. CGI also maintains all employee related insurances in the statutory amounts, such as unemployment compensation, worker's compensation and employer's liability, for its employees involved in performing the services pursuant to this scope of work. CGI will submit certificates of insurance as evidence of the above-mentioned insurance to the CWC prior to the commencement of the scope of work.

#### **K) References**

Blake Thomas, Director, Salt Lake City Department of Community and Neighborhoods, email: [Blake.Thomas@slcgov.com](mailto:Blake.Thomas@slcgov.com). Engaged with community and business stakeholders on work relating to the extension of Salt Lake City's into the heart of Sugar House, June-November 2021.

Michael Parker, Clark and Christine Ivory Foundation, email: [mmparker@ivoryhomes.com](mailto:mmparker@ivoryhomes.com). Facilitated an effort to coordinate University of Utah, Salt Lake Community College, business, government and non-profit stakeholders to support community building efforts in the greater West Valley area, March - November 2021.

Geoff Davis, CEO, Sorenson Impact Center, email: [geoff.davis@sorensonimpact.com](mailto:geoff.davis@sorensonimpact.com). Senior Fellow at Sorenson Impact facilitating efforts to utilize commercially viable public real estate to catalyze social impact initiatives. February 2021 - present.