

**THORNE
ECOLOGICAL
INSTITUTE**



2336 PEARL BOULDER, COLORADO 80302 (303) 443-7325

April 11, 1975

Mr. Ralph E. Clark III
519 East Georgia Avenue
Gunnison, Colorado 81230

Dear Ralph:

Thanks for your recent letter and the enclosures.

The North Fork Times and the Delta County Independent are apparently taking different sides on the FUND study. I am hopeful that the end result will be positive. The study does, however, add to the feeling on the part of the people that they have been "studied to death."

Your comments to CERI are especially insightful. I could not agree more with your statement: "What results from CERI's policy related research should reflect a recognition of the difficulties and methods for its implementation."

Following my phone conversations with you and a conversation with Bert, I put together a brief proposal, a copy of which is enclosed. I wanted to get something into CERI's Technical Reading Committee for its meeting on March 31. Apparently the Committee received several proposals of this nature. The result of the Committee's discussion was twofold: 1) it had reservations about the use of state funds for more studies -- people have been studied to death; and 2) the topic is presently a low priority for CERI. Hence no positive action, but Bert is to investigate the whole concern -- needs, opportunities, points of entry, etc.

Again, thanks for helping us out. I know that we will stay in touch.

Cordially yours,

W. David Zimmerman

W. David Zimmerman
Executive Vice President

WDZ:c1
Enclosure

(Signed in Mr. Zimmerman's absence to avoid delay.)

A PROPOSAL TO RESEARCH
PROCESSES FOR UTILIZING INFORMATION
AND FOR DEVELOPING AS BROAD-BASED CONSENSUS
AS POSSIBLE IN DECISION MAKING FOR
SMALL SIZE COMMUNITIES IN WESTERN COLORADO
IMPACTED BY ENERGY DEVELOPMENTS

Submitted to

COLORADO ENERGY RESEARCH INSTITUTE

March 28, 1975

A Proposal to Research
Processes for Utilizing Information
and for Developing as Broad-based Consensus
As Possible in Decision Making for
Small Size Communities in Western Colorado
Impacted by Energy Developments

Introduction

By means of this proposal Thorne Ecological Institute requests a grant in the amount of \$22,411 from Colorado Energy Research Institute to research processes for utilizing information and for developing as broad-based consensus as possible in decision making for small size communities in western Colorado impacted by energy developments.

Needs

The coal and oil shale areas of western Colorado include more than 60 communities of less than 7,000 population that will be impacted by energy developments. These communities at present are ill-equipped to utilize the various types of information related to energy developments now available from environmental studies, planners, energy corporations, environmental groups, and state offices. Credibility of data plus knowing where it exists are but two of the specific problems facing the use of existing information. So too are the communities lacking in processes for generating as broad-based consensus as possible for decision making, i.e., as much consensus as possible among the energy developers, the citizens who favor environmental preservation, those who favor economic development, and the individuals responsible for town government.

Yet these towns are the dominate communities in western Colorado and have traditionally played an important role in the development and social and political cohesiveness of this section of the state.

In terms of the local dynamics in these communities, five factors characterize the present situation (the degree varies by community):

- 1) Citizens' values concerning energy developments are in conflict, making consensus difficult. Views differ sharply along a spectrum from favoring economic development to preservation of the natural environment. Feelings are sometimes bitter. Distrust is often rampant. It is often "progress versus the status quo."
- 2) The "small community ethos" which has -- and still does -- characterize the area is threatened. The smallness is impossible to keep in the face of the boom town syndrome.
- 3) The "locals" feel helpless in determining their own future. They know what is happening to Rock Springs and Gillette; they do not want the same fate for their area.

- 4) The local political and social structure is threatened by "outsiders." The element of fear is present, leading to rumors, uncertainty and irrationality.
- 5) And finally, the communities do not have the benefit of "in-house" experts, i.e., professional administrators including town planners with adequate staff.

On the positive side, increasing amounts of energy-related information are available. Several of the communities have been included in environmental impact studies which have provided socio/economic data. Most are members of a Council of Governments which focuses on multi-county issues. The communities have available the planning services, though limited, of county planning officials, the State Planning Office and the Land Use Commission Regional Planner. Also they may have the assistance, if funded, of community development studies by organizations such as the Foundation for Urban and Neighborhood Development.

But none of these present "resources" for information get at the actual, practical ways and means of utilizing information in decision-making and processes for building as broad-based consensus as possible, and the pros and cons of the various means/techniques. Processes for utilizing information and for developing a broad-based consensus are therefore the focus of this proposed research.

Proposed Research

The proposed research would focus upon the past, present and future experience of four communities: Paonia, Craig, Meeker and Rifle. All four are small communities in western Colorado that are in the process of facing major energy developments. Their experience should be helpful to other communities facing similar situations as well as to their own future development.

Utilizing these four communities as case studies in terms of the identified needs, the research would have four stages:

- 1) Determination of past successes and failures in applying research to the problem of utilizing information and developing a broad-based consensus. Field studies would be undertaken in each of the four towns; ten to fifteen influential local people would be interviewed in each community. Interviews would also be conducted with outside agencies which had conducted studies on the respective towns. The aim would be to ascertain the usefulness of research in utilizing information and developing a broad-based consensus and to identify what makes certain research useful and other research of little or no use.
- 2) Design of strategies for utilizing information and developing a broad-based consensus. Information from stage one would be synthesized, research literature surveyed, and strategies developed in concept. Specific issues to be studied would

include means for disseminating information; guidelines for local input into research, studies and planning; and understanding of power bases, influences in the community, and ways of working with them.

- 3) Field test of strategy concepts. The strategy concepts developed in stage two would be field tested back in the four communities through interviews with the same individuals. Emphasis would be placed upon alternatives and the pros and cons of each as related to that type community, i.e., what would work and why, what would not work and why.
- 4) Report. The final report including a summary of the findings from each stage would be prepared. Emphasis would be placed upon alternative strategies and their pros and cons. Copies of the report would be made available to the governments of the four communities studied as well as to CERI. Additional distribution would be determined by CERI upon completion of the study.

Administration of Project

A Coordinating Committee would be established including one representative from each of the four communities, a representative from CERI, and two staff members from Thorne (Joan Martin and Dave Zimmerman -- see resumes). This Committee would coordinate the work in the four communities and serve as a "sounding board" for the development of strategies, alternatives and their pros and cons and the final report. In addition the representatives from the four communities would assist Martin and Zimmerman in the interviews in their own respective communities (stage one and three).

The Project Director would be Zimmerman.

What Thorne Has to Offer

Thorne brings to this type of applied research extensive experience in environmental education and applied ecology. This experience has included close working relationships with top-level decision makers, government agencies on the federal, state and local levels, corporations, citizen groups and educational institutions. In this work Thorne is known for balancing information from academic research, actual needs and practical solutions. In addition, from its past accomplishments Thorne has demonstrated its ability to pioneer new types of projects.

A copy of the Thorne's 1975 Annual Report is attached, and it provides more detailed information about the nature and structure of the organization.

Schedule

The need for this research is now. The communities need help; it cannot begin too soon. Therefore Thorne is prepared to begin the research project during April and to submit the final report by November 30, 1975.

An Opportunity

Energy developments have their social, economic and political impacts as well as their effect upon the biological and physical environment. Within the social, economic and political areas is the impact upon small communities. How the community responds is of critical importance for the community as such, the energy development, and the welfare of the new and old residents who call it home. The research proposed herein for utilizing information in decision-making and for developing as broad-based consensus as possible will better enable energy-impacted communities to make the best decisions possible.

BUDGETStaff

Joan Martin: 35 days @ \$72/day	\$2,520	
Dave Zimmerman: 40 days @ \$132/day	5,280	
4 local people, ten days each: 40 days @ \$100/day	4,000	
Secretarial and Clerical: 40 days @ \$34/day	1,360	
Fiscal and Accounting: 7 days @ \$48/day	336	
Total Staff Costs		\$13,496

Travel

Mileage -		
Planning and Report trips: 1600 mi	\$ 240	
Interview trips: 2200 mi	660	
Coordinating Committee Meeting trips: 4050 mi	608	
Denver trips: 480 mi	72	
Total Mileage Costs		\$ 1,580

Per Diem

Stages 1-4: three staff persons 72 days @ \$25	\$1,800	
Three Coordinating Committee Meetings: 7 persons 42 days @ \$25	1,050	
Total Per Diem Costs		\$ 2,850

Phone

\$100/town x four towns	\$ 400
-------------------------	--------

Supplies

\$37.50/town x four towns

\$ 150

Reproduction Final Report

200

Total Direct Costs

\$18,676

20% Indirect Expenses

3,735

TOTAL BUDGET

\$22,411

JOAN E. MARTIN

Born 1949, Cleveland, Ohio

Education:

B.A. Smith College, Philosophy of Religion
M.S. University of Michigan School of Natural Resources, Resource
Planning and Conservation with special emphasis in Environmental
Education

Experience:

Assistant to environmental education consultant, Kennebunk Consolidated
Schools, Maine 1971
Teaching Assistant, University of Michigan, Dearborn, Michigan 1972
Sociologist, Division of Environmental and Planning Coordination
U.S. Department of the Interior, Bureau of Land Management,
Washington, D.C., 1972-3
Environmental Education Specialist, Mt. Rainier Youth Conservation Corps,
Longmire, Washington, Summer 1973
Co-Director Environmental Quality Program and Faculty Associate, Hampshire
College, Amherst, Mass. 1973-4
Assistant Director for Education, Thorne Ecological Institute, Boulder, CO,
1974-present
Consultant, Office of Manpower Training and Youth Activities, U.S.
Department of the Interior, 1972 - present
Reviewer of grant proposals, U.S. Office of Education 1973, 1974, 1975
Advisory Board, Environmental Education Report 1975

Memberships:

National Association of Environmental Education
American Society for Ecological Education
Conservation Education Association

Publications:

Learning About the Environment, U.S. Department of the Interior, Bureau of
Land Management
Handbook of Environmental Education, First Edition U.S. Department of the
Interior, Bureau of Land Management