

# PATRICK T. FIELD

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Associate Director, MIT-Harvard Public Disputes Program  
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## PROFESSIONAL SUMMARY

Over fifteen years experience as a public issues mediator, facilitator, trainer and researcher in the U.S. and Canada.

## KEY ACCOMPLISHMENTS

- Leader of the Consensus Building Institute, a highly regarded provider of facilitation, mediation, training and research in conflict resolution and change management.
- Nationally recognized mediator and facilitator who has helped thousands of diverse stakeholders address land use, natural resource, and environmental challenges.
- Co-authored *Dealing with An Angry Public*, a book detailing the mutual gains approach to resolving public relations crises, published by The Free Press.

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| <i>1994-present</i> | <b>Consensus Building Institute</b>  | Cambridge, MA |
| <i>1999-2010</i>    | <i>Managing Director</i>   |               |
| <i>1994-1998</i>    | <i>Senior Associate</i>  |               |
|                     | <ul style="list-style-type: none"><li>• Co-manage CBI's \$3 million budget, personnel, marketing, and strategic planning and also oversee all U.S. and Canadian projects. Facilitated and mediated hundreds of public meetings, workshops, multi-stakeholder and agency negotiations, and technical meetings. Conducted over twenty conflict and issues assessments involving land use, air quality, and natural resource protection, Superfund clean up, agency reorganization, and energy policy. Taught negotiation, mediation, and consensus building skills for federal, state, and local agencies, Tribes and First Nations, environmental advocates, and private companies. Primary practice areas are natural resource use, land use, and energy in the U.S. and Canada.</li></ul> |               |
| <i>1994-present</i> | <b>MIT-Harvard Public Disputes Program, Program on Negotiation, Harvard Law School</b>   | Cambridge, MA |
| <i>2000-2010</i>    | <i>Associate Director</i>  |               |
| <i>1994-1996</i>    | <i>Research Associate</i>  |               |
|                     | <ul style="list-style-type: none"><li>• Initiate and direct research projects on application of dispute resolution/consensus building principles and strategies to public policy arenas. Develop strategies and materials for teaching negotiation and dispute resolution skills.</li></ul>  |               |
| <i>1989-1992</i>    | <b>Division of Capital Planning &amp; Operations, Commonwealth of MA</b>   | Boston, MA    |
|                     | <i>Energy Project Planner</i>  |               |
|                     | <ul style="list-style-type: none"><li>• Generated \$2 million in capital improvements and \$470,000 in annual energy savings through a shared energy savings program at a state university and college.</li></ul>  |               |

- Initiated, developed & managed electric utility-financed energy improvements in seventeen skating rinks and four courthouses. Obtained \$1.4 million in utility incentives resulting in an annual energy savings of \$260,000.
- Incorporated energy efficient technologies into new state construction. Obtained \$500,000 in electric utility incentives to improve the energy efficient design of three new state prisons and three district courthouses.

1987-89      **Shortstop & North Suffolk Mental Health Association**      Somerville, MA  
*Counselor-Advocate*

- Counseled teens in crisis shelter and mentally ill adults in a long-term residential program.

## EDUCATION

1992-94      **Massachusetts Institute of Technology**      Cambridge, MA  
*Master of City Planning*, May 1994, concentration in environmental policy.

1982-86      **Carleton College**      Northfield, MN  
*Bachelor of Art*, May 1986. Phi Beta Kappa, summa cum laude.

## PROFESSIONAL AFFILIATIONS

**University of Montana Center for Natural Resources and Environmental Policy:**  
 Senior Fellow

**Community Disputes Settlement Center, Cambridge, MA:** Former Board Member

**Putnum Conservation Institute, Leominster, MA:** Advisory Committee Member

**Trustee of Reservations, Massachusetts:** Corporate Trustee

**Conservation Commission, Watertown, MA:** Past Member

**Association of Conflict Resolution, Public and Training Sectors, Washington, D.C.:**  
 Member

**U.S. Institute for Environmental Conflict Resolution:** Mediator, Roster of Conflict Resolution Professionals

**U.S. Environmental Protection Agency:** Mediator, ADR Roster

**Massachusetts Office of Dispute Resolution:** Mediator, Affiliate Practitioner Roster

## PROJECT LISTING BY TOPIC

### Agriculture and Food Policy

**National Sustainable Agriculture Summit**, Washington, D.C., January 2011. Lead facilitator for two-day National Sustainable Agriculture Coalition (NSAC) Farm Bill Summit that brought together 100 farmers, conservation, rural development, public health and other organizations to strategize around improving the next Farm Bill. Assisted meeting conveners with defining the scope of the summit, developing detailed process plans for each of the discussion topics, and facilitating twelve breakout sessions.

**WWF Sustainable Beef Conference**, Denver, CO, 2010. Senior advisor to a team of facilitators supporting a 250 person global conference on increasing the sustainability of beef production worldwide. Assisted with a

steering committee, conference planning, management of 7-person facilitation team, and facilitation of the plenary and breakout sessions.

**Chesapeake Bay Funders Network Agricultural Initiative, 2009-2010.** Evaluator of a three-year multi-foundation process for increasing voluntary efforts by agricultural in the Chesapeake Bay Watershed to reduce nutrient inputs into the Bay.

**U.S. Department of Agricultural Annual Partners Meeting, Office of Civil Rights, Washington, DC, 2005-09.** Facilitated the planning and annual meeting of over two hundred individuals from organizations dedicated to the advancement of diverse, underserved farmers and ranches from across the U.S with numerous USDA offices and staff. The three-day meetings culminate in a policy briefing to the Secretary of Agriculture.

**Massachusetts Food and Farm System Efforts, 2008-09.** Facilitated the planning efforts of various groups across Massachusetts regarding developing food and farm system networks and alliances from policy advocacy to regional infrastructure and financing.

**Food and Farm Policy Project, 2005-08.** Facilitator and evaluator of a diverse alliance of sustainable agricultural, community food systems, anti-hunger, nutrition, and environmental groups seeking to develop a shared platform for federal farm policy. Consult closely with the project's coordinator, facilitate steering committee and other meetings, and assist with differences among key partners. Alliance achieved 28 of its 30 priorities in the 2008 Farm Bill.

**Diversity Initiative Policy Project, 2006-08.** Facilitator of a diverse coalition of socially disadvantaged produced advocates seeking to develop a shared platform for federal farm policy. Consult closely with the project's coordinator, facilitate leadership team and other meetings, and assist with differences among key partners. Coalition achieved unprecedented gains for minority producers in the 2008 Farm Bill.

**Merger Dialogue, Sustainable Agriculture Coalition and the National Campaign for Sustainable Agriculture, 2008.** Facilitated the exploration and detailing of a merger between two national agricultural organizations. The organizations officially merged in early 2009.

**New York City Food Systems Network, 2006.** Facilitated strategic planning session for numerous groups seeking to formalize and energize diverse City groups working on local food systems, public health, and nutrition.

**Sustainable Agriculture and Food Systems Funders, 2006.** Facilitated a strategic planning effort for further formalize and focus a network of funders engaged in advancing food security, food systems, socially disadvantaged producers and consumers, and sustainable agriculture.

**National Campaign For Sustainable Agriculture, 2005-06.** Facilitated a six-month dialogue, including a three-day, intensive retreat, to build agreement surrounding commodity policy reform among twenty-six different sustainable agricultural organizations, resulting in major report and detailed process evaluation. Concluded with an evaluation of the project for Oxfam America.

**FDA Forum on Obesity and Away from Home Foods, Washington, DC, 2004-06.** Co-Mediator with the Keystone Center for a national policy dialogue among restaurants, institutional service providers, consumer groups, researchers, and governments regarding nutrition, the away from home foods sector, and helping consumers to manage weight gain and obesity. Final report released by the dialogue and FDA in spring 2006.

**Kellogg Food and Society Policy Cluster, Minneapolis, MN, 2004-05.** Designed and facilitated two-day intensive forum for 20 organizations in the final proposal stage for a \$5 million grant program for agricultural, conservation, and food security and nutrition policy development. Worked with Kellogg to help organizations refine proposals, reach agreements on joint budgets, and for final recipient organizations, to design a protocol coordination and decision-making for the multi-organization joint policy analysis and advocacy.

## Air Quality

**Greater Boston Breathes Better (GB3)**, 2004-08. Facilitated 20-member Working Group and assisted in project development of a region-wide, voluntary program to reduce air toxics from transportation sources. Activities included engaging cities, towns, and universities in off-road construction retrofits, implementing no idling efforts around public schools, and working with local hospitals to reduce associated transportation-related emissions. Project obtained funding from the Boston Foundation, U.S. EPA, and the City of Boston. GB3 received a national Clean Air Excellence Award from EPA in 2009.

**EPA Community Leadership Campaign for Air Toxics**, Portland, OR, San Diego, CA, Lawrence, MA, Lowell, MA, St. Louis, MO, Denver, CO, 2005-08. Created in partnership with EPA a new, national program to assist communities and programs across the United States to implement air toxics reduction campaigns through leadership training, facilitation, coaching, and the creation of a learning network of community leaders across the country.

**EPA Air Toxics National Pilot Project**, Cleveland, OH, 2001-03. Co-facilitator convened and facilitated twenty-five person working group of agency and community members on national pilot effort as part of EPA's Urban Air Toxics Strategy. Diverse group reached consensus on selecting numerous risk reduction activities for mobile, stationary, and indoor air toxics in the City of Cleveland.

**Older Persons and Indoor Air Pollutants Roundtable**, Washington, DC, 2003. Convened and facilitated a one-day workshop for US EPA to bring together national organizations advocating for older persons and technical and programmatic experts in indoor air pollutants.

**Northern Oxford County Coalition**, Rumford, ME, 1995-97. Co-facilitated 25-person two-year community coalition of local citizens, health care providers, businesspersons, and state, local, and federal government representatives investigating air quality and related public health issues in four towns in rural Maine. Conducted a forty-eight interview Stakeholder Analysis. Facilitated monthly full-coalition and subcommittee meetings. Assisted group in increasing membership, developing a mission statement, ground rules, and work plan, identifying technical advisors, undertaking a cancer data request, and exploring and understanding on-going air monitoring efforts.

## Climate Change

**Global Solutions Warming Act Project**, Boston, MA, 2010-11. Lead facilitator for a statewide effort to identify, develop, and enact the next generation of policies that would address greenhouse gas emissions in the Commonwealth of Massachusetts. Funded by the Barr Foundation, work included an extensive statewide assessment on organizations working on the issues, convening of a multi-sectoral leadership team, development of four focus areas for legislative and administrative action, a 100-person statewide leadership designed to hone recommendations and engage broader constituencies.

**Cambridge Climate Change Congress**, Cambridge, MA, 2009-10. Facilitated a three session Climate Change Emergency Congress of 100 citizens developing recommendations to City Government and the civic community for accelerating actions to reduce carbon emissions in the city.

**Adapting to Risks posed by Climate Change**, Cambridge, MA, 2009-10. Co-developer and instructor of an ongoing course on local and regional adaptation planning for climate change sponsored by the Lincoln Institute of Land Policy.

**Coast Smart Planning in Maryland**, Annapolis, MD, 2008-09. Co-developer of a one-day, intensive course and outreach effort across Maryland to profile an adaptation planning approach for coastal communities threatened by climate change and its multiple impacts.

**Arctic Climate Change Impact Assessment and Inuit Leaders Briefing**, Iqaluit, NU, 2004. Facilitated a meeting of 30 Inuit leaders, government representatives, and scientists discussing the draft findings of the international scientific team's climate impact assessment and its implications for Inuit's traditional way of life.

## Energy

**PJM Governance Assessment and Facilitation**, U.S. Mid-Atlantic Region, 2009-11. Co-facilitator of an assessment and dialogue process to improve the efficiency and fairness of a complex members' organization governance process. PJM is a 600 member regional transmission organization in the mid-Atlantic, the largest such organization in the U.S. Interviewed seventy-five companies and regulators, conducted a fifty-question on-line survey with over 100 respondents, and prepared a detailed report for the Members Committee and PJM leadership. Follow-on included co-facilitation of a detailed review and improvement of the members' governance process ranging from committee structure to operational procedures for proposal and decision-making. Process concluded in Membership acceptance of a new Stakeholder Process Operating Manual and its implementation, including coaching, training, and peer learning for key staff.

**PJM Training and Coaching**, 2010-2011. Managing and overseeing negotiation and consensus building training for facilitators at PJM, the largest regional transmission organization in the U.S. Co-lead ongoing monthly meetings with PJM facilitators to discuss challenges, reoccurring problems, and best practices. Co-lead of the same team that conducted an extensive organizational audit on its governance challenges and opportunities, conducted a year long facilitation to create a new members' process and stakeholder manual, and currently mediating final issues relating to voting and decision-making.

**Future of Vermont Energy Policy**, 2007. Co-facilitator of a state-wide citizen engagement process to explore options for the future electric energy supply for Vermont. Process included reaching out to over 600 Vermonters via an expert advisory committee, a deliberative polling process, and five public workshops.

**Maine Wind Power Siting Forum**, 2007. Conducted brief assessment and facilitated meeting of diverse stakeholders to finalize methodologies report for guiding wind developers in preparing for permits and consider process for balancing wind energy development, need, and associated impacts.

**Little Mt. Equinox Wind Forum**, Manchester, VT, 2005-06. In partnership with the Orton Foundation and the Town and Village of Manchester, Vermont, designed and implemented a four month process to bring the best available information to the public regarding a proposed wind turbine project. Facilitated coordinating group, prioritization meeting, and final, community summit with 90 participants using advanced keypad-polling technology.

**Biomass Energy Resource Center**, VT, 2006. Facilitated the planning and implementation of a two-day strategic planning session for a small, nationally focused non-profit committed to developing biomass energy in schools, universities, and other institutions.

**Federal Energy Regulatory Commission Hydroelectric Relicensing**, Fresno, Sacramento, Oroville, and Davis, CA, Washington, DC, Chattanooga, TN, 2000-04. Co-designed and taught seven mutual gains negotiation courses for stakeholders involved in hydroelectric relicensing consensus building efforts and a three-day mediation skills training for FERC staff.

**Tampa Electric Transmission Siting**, Tampa, FL, 2003. Planned and co-facilitated two intensive public workshops for over 200 people affected by the siting of a new transmission line in residential neighborhoods in greater Tampa.

**Canadian Energy Pipeline Association, the Canadian Association of Petroleum Producers, and the Indian Taxation Advisory Board**, Cambridge, MA, Calgary, AB, Edmonton, AB, Halifax, NS, and Fredericton, NB, 1999-03. Designed and co-taught a week-long mediation course, a four-day building agreements course, a two-day negotiation course, and a two-day consensus building course to First Nations, provincial and federal officials, the Canadian Indian Taxation Advisory Board, the Canadian Energy Pipeline Association, and the Canadian Association of Petroleum Producers.

**Florida Municipal Power Agency**, Orlando, FL, 2004. Co-designed and taught one day workshop for Agency leadership and managers on mutual gains approaches to dealing with an angry public.

**Western New York Relicensing Consensus Committee**, Lockport, NY, 2000. Co-facilitated a three-day strategy session with unions, businesses, and municipalities regarding the Niagara Power Project Federal Energy Regulatory Commission Relicensing.

**Northeast Energy Efficiency Partnerships**, Northboro, MA, 1998-02. Co-taught a one-day facilitating course, a one-day advanced facilitation skills course and conducted working group observations for NEEP project managers who facilitate regional electric utility working groups on coordinating and developing joint energy efficiency programs.

**Massachusetts Division of Energy Resources Issues Assessment**, 1998. A report to the Division of Energy Resources on developing the Division's oversight and coordination role and statewide energy efficiency goals (with Jonathan Raab).

**Gulf of Maine Council Natural Gas Pipeline Forum**, Boston, MA, 1997. Facilitated half-day forum on environmental issues and impacts pertaining to construction of two proposed Canadian-U.S. natural gas pipelines.

**Energy Technology Centers Consolidation and Integration**, Pittsburgh, PA, Morgantown, WV, Bartlesville, OK, and Washington, DC, 1995-96. Conducted three separate conflict assessments and coordinated the project team who assisted three Department of Energy Technology Centers and Headquarters Office of Fossil Energy to consolidate and integrate management and administration of over 600 federal employees and a budget in excess of \$1 billion over a seven-month period under D.O.E.'s Strategic Alignment Initiative. Led four-person interview team in carrying-out 120 interviews for three separate Conflict Assessments. Facilitated numerous meetings of high-level managers on the consolidation/integration teams. Assisted in facilitation of two, sixty-person Brainstorming Retreats.

### **Federal Land and Natural Resources Management**

**Cape Cod National Seashore Dune Shack Historic District**, Provincetown, MA, 2009-10. Co-facilitator of a process to develop a stakeholder-supported use and preservation plan for a historic district within the national seashore, involving arts and culture, historic use, and public access. Group's consensus Shared Use Plan was accepted by the Seashore's Advisory Commission.

**New Model for National Forest in Massachusetts**, Central and Western Massachusetts, 2009. Co-facilitator of a process to gather input via numerous, diverse focus groups on the possibility of creating a unique kind of forest unit in the north central part of the state. A final report was issued in September 2009.

**Cape Hatteras National Seashore Off-Road Driving**, Cape Hatteras, NC, 2005-09. Mediator in conducting an extensive conflict assessment for highly controversial issues related to endangered species, recreational fishing, pedestrian access, and off-road driving. Produced a thorough conflict analysis, conducted the convening of a 30-person Federal Advisory Committee Act negotiation, and co-mediated the process.

**Regional Approaches to Western Lands**, U.S. Rocky Mountain Region, 2007-08. In partnership with the Sonoran Institute and the University of Montana, conducted brief assessments of land use opportunities and conflicts in the region, trained staff in regional collaboration, and assisted various projects and groups through facilitation and strategic planning.

**Bureau of Land Management**, Phoenix, AZ, Bozeman, MT, Boise, ID, Albuquerque, NM, Gunnison, CO, Alexandria, VA, 2004-07. With University of Montana Public Policy Research Institute, developed materials for advanced collaborative problem solving courses, prepared handbook on dispute resolution and collaborative problem solving and booklet on the Federal Advisory Committee Act (FACA), taught various state office and field managers in advanced skills related to collaboration, planning, NEPA, and other processes.

**Ft. Stewart Army Base Land Use Forum Pilot**, Ft. Stewart, GA, 2006. In conjunction with the Conservation Fund and National Association of Counties, planned and conducted a two-day pilot for the Secretary of Defense on regional planning, community engagement, and base encroachment.

**Engaging People in the BLM Western Oregon Plan Revision**, Medford, OR, with Resolve, Inc., and the University of Montana, 2005. A survey of stakeholders to develop a menu of community involvement activities for the revision of six resource management plans and an overall EIS for 2.5 million acres.

**Monomoy National Wildlife Refuge Comprehensive Conservation Plan**, 2005. Completed a re-scoping assessment from 15 interviews, and led a team of six facilitators to design and facilitate two public workshops on re-scoping issues related to FWS's planning and EA effort. Issues included public access, vendor contracting and selection, predator control, and shell fishing within the refuge.

**Supplemental EIS Agency Scoping for Introduction of F/A-18 (Super Hornet) Aircraft**, 2005. Facilitated a one-day review of the Supplement Environmental Impact Statement (EIS) for the U.S. Navy and its state and federal agency stakeholders. Issues included waterfowl disturbance, national security, and noise modeling.

**Steens Mountain Advisory Council**, Bend, OR, 2005. Conducted an evaluation and facilitated a retreat for an innovative, Federal Advisory Committee established to advise BLM on the legislatively created special management area in eastern Oregon.

**Department of Interior Collaborative Framework Workshop and Website**, 2004-05. Co-facilitated an Interior-wide event of ADR and community involvement specialists in order to broaden the understanding of collaborative processes available to DOI and to create a framework for categorizing the Department's numerous processes and programs. Then worked closely with the Collaborative Action and Dispute Resolution (CADR) office to complete a report and develop numerous web-based materials.

**U.S Forest Service**, 2004. Facilitated two-day event for the U.S. Forest Service and a state's natural resources program to explore, refine, and obtain consensus on a proposal for a new national forest unit.

**Fire Island National Seashore Off-Road Driving Regulatory Negotiation**, Ocean Beach, NY, 2000-03. Conduct a conflict assessment and as co-mediator convened and facilitated twenty-five person committee to develop new off-road driving regulations for the U.S.'s most densely populated National Seashore. Worked with diverse communities, local governments, advocacy groups, and National Park to revise twenty-year old regulations for a National Seashore with no roads. Group reached consensus on most but not all areas of regulation in August 2003.

## **Oceans and Fisheries**

**Chesapeake Bay Trust 2010-15 Strategic Plan**, Annapolis, MD, 2009-10. Facilitated the strategic planning process for Trust staff and Board in order to focus investment and action in education, outreach, and demonstration projects to advance the restoration of the Bay and build long-term stewards from the Bay and its watersheds.

**Sustainable Shorelines**, Hudson River Estuary, 2009-10. Co-facilitator of a multi-year research project of a national estuary reserve program combining downscaled climate modeling and sea level estimates, shoreline technologies, and cost-benefit analysis, including ecological impacts of various choices over various climate change scenarios.

**Massachusetts Oceans Partnership and the Massachusetts Oceans Plan**, 2008-09. Co-facilitator of a planning and public engagement process for developing the Commonwealth's first ever oceans management plan. Provided process advice and facilitation to the consulting team, state planning team, and public workshops.

**Stellwagen Bank Marine Sanctuary Management Plan Fishermen's Caucus**, 2004. Facilitated two, one-day strategy meetings of commercial and recreational fishermen developing key strategies for the final

management planning process. Issues included role of regulation, ecosystem research, historical resources, and on-going Sanctuary management.

**Cooperative Sand Lance Initiative**, Boston, MA, 2004. Facilitated a 20-person research scoping and planning meeting for fishermen and scientists interests in developing collaborative, ecosystem research projects on a keystone species on Stellwagen Bank.

**Massachusetts Coastal Zone Management Division**, Boston, MA, 1997. Co-taught mutual gains negotiation and consensus-building skills daylong workshop for 30 project and program managers.

**The Prospects for Building Consensus on New Regulations Pursuant to Delaware's Coastal Zone Act**, Dover, DE, 1996. A Report to the Governor of Delaware and the Secretary of the Department of Natural Resources and Environmental Control (with Gregory Sobel, Willa Kuh, and James Gascoigne).

**Fisheries By-Catch Panel**, Newport, RI, 1995. Facilitated discussion of nine-member panel of fishermen, environmentalists, and regulators, and 100 audience participants in order to define the problem of by-catch in New England, identify barriers to overcoming the problem, and consider potential organizational and technical solutions.

### **Land Use, Transportation, Construction, and Community Development**

**Funding for Repair, Renovation, and New Construction of Indian Schools**, U.S.-wide, 2007-11. Lead facilitator in an assessment and negotiated rulemaking process. Team conducted interviews with over 198 individuals, representing some 99 different schools. Issues included financing, programming, design, and construction management regarding repair of 180 Native American schools across the U.S. Supported convening of a twenty-five person Federal Advisory Committee. Co-facilitated with Native American co-chairs numerous Committee meetings and subcommittees to develop a catalogue of conditions, recommendations for improving the information management system, and new formulas for repair, renovation, and replacement funding.

**First Nations Tax Commission**, 1999-present. Since 1999, CBI has worked closely with the First Nation Tax Commission, and its predecessor, the Indian Taxation Advisory Board, to build capacity in negotiation and conflict resolution. CBI has developed and provided numerous basic and advance negotiation trainings, assisted with policy development, intervened in major disputes, provided policy develop expertise, and offered on-going coaching to senior staff. During this time, the organization has grown in size, complexity, and now offers support over 100 different taxing jurisdictions.

**Toward a New U.S. Transportation Policy based on Performance**, Washington, DC and Milan, Italy, 2010. Designed and facilitated an intensive workshop of U.S. transportation policy stakeholders with the Bipartisan Policy Center, funded by the Rockefeller Foundation, on introducing performance metrics into U.S. transportation legislation and policy.

**Resolving Land Use Disputes**, Cambridge, MA and other locations, 2005-09. Co-taught a two-day introductory and three-day advanced course to planning professionals, developers, land use conflict stakeholders and mediators about techniques for working collaboratively and with neutrals to resolve land use conflicts.

**Future of I-81**, Syracuse, NY, 2009. Co-designed and managed a complex public input process related to the future of the I-81 interstate highway in Syracuse, New York. Co-managed the public input and stakeholder outreach process to diverse stakeholders in the Greater Syracuse community. Reviewed and translated technical reports to the public and facilitated information exchange between agency, local organizations, and the public.

**New Castle County Land Use and Permitting Process**, New Castle County, DE, 2009. Facilitator of an assessment and dialogue to improve the efficiency of land use permitting process in the state's largest county

among New Castle County departments, and Delaware's Department of Transportation and Department of Natural Resources and Environmental Control.

**Massachusetts Health and Human Services Facilities Visioning**, Boston, MA, 2008-09. Developed and led a visioning process for consolidating 750 buildings with 11 million square feet on 5,400 acres in order to improve remaining facilities, save costs, and provide significantly increased services in the community for HHS clients.

**Rhode Island and Connecticut Borderlands Project**. Killingly, CT and Exeter, RI, 2008. Conducted an assessment and created a podcast of stakeholders from across the two towns regarding planning, development and growth culminating in two town-wide visioning processes.

**Division of Capital Asset Management**. Boston, MA, 2008. Facilitated a programming, design, and construction cross-office effort to identify interoffice challenges and solutions to ensure maximum organizational efficiency for new flows of bond funds for major capital improvements across the Commonwealth.

**McDonalds Real Estate**, Raleigh, NC, 2008. Co-taught tailored, intensive course in mutual gains negotiation for one hundred real estate and development professionals in the eastern service regions.

**AIANH150 Pilot Project**, Durham, NH, 2007-08. Facilitated a process seeking to create a master redevelopment plan for a 9-acre site in the heart of the University town. Working with design professionals from across the state, townspeople, and the property owners created a showcase process and outcome for smart growth redevelopment in New England.

**Augusta First in Medicine**, Augusta, GA, 2007-08. Facilitated the convening of a region-wide initiative among business and medical leaders to foster collaboration and promote the health care sector to improve care, increase health, and advance economic development.

**Land Trust Alliance and Trustees of Reservations**. Austin, TX, Charlotte, NC, Harrisburg, PA, Baltimore, MD, Charlottesville, VA, Sacramento, CA, Chicago, IL, Cambridge, MA, and Leominster, MA, 2001-08. Taught twelve one-day negotiation trainings for land trusts, conservation groups, planners, and others regarding land conservation negotiations, facilitation, and consensus building.

**Community Development Operations Evaluation**, Falmouth, ME, 2007. Through 30 stakeholder interviews, a web survey, a public workshop, and input from an ad hoc advisory committee, assessed the committees, boards, and staff involved in all aspects of land use planning and decision making for the Town and offered 15 recommendations for improvement.

**Calgary Regional Partnership**, Calgary, AB, 2006-07. In partnership with the University of Montana Public Policy Research Institute, conducted an issues assessment on regional planning and the 19 engaged jurisdictions, and through facilitated dialogue, prepared a Terms of Agreement for the region to address planning, infrastructure, and growth.

**First Nation Tax Commission**, Kamloops, BC and Ottawa, ON, 2006-07. Provided ADRT policy advice and development for new Canadian-wide tax commission reviewing all First Nation tax by-laws and disputes.

**Somerville Center for the Arts**, Somerville, MA, 2005. Mediated an intensive, four-session process on negotiating special permit conditions for a proposed Arts Center with the project developer, arts community, abutters, and City officials in the City of Somerville, MA.

**MaxPak Site Development**, Somerville, MA, 2004. Coached the City of Somerville Planning staff and worked with a team of diverse design, permitting, transportation, and cost consultants on a public process to develop neighborhood design criteria for a controversial brownfields redevelopment.

**Meriden City Center Initiative Public Engagement Assessment, Meriden, CT**, 2004. A report to city residents and the project proponent on recommendations for intensive, effective public engagement in a downtown master planning initiative (with Stacie Smith).

**Barriers to and Opportunities for Mutual Gains Negotiation and Conflict Resolution in Land Use Decision-making on Martha's Vineyard Island**, 2004. A report to the Vineyard Commission and six towns on improving land use conflict prevention and resolution.

**Stop and Shop**, Quincy, MA, 2003. Co-designed and taught two, one-day courses in preparation and value creation in lease negotiations for the real estate division of Stop and Shop, Giant, and Buy Low grocery stores.

**The Future of Assembly Square**, Somerville, MA, 2003. A report to stakeholders with an interest in the long-term vision for the development of a 140-acre urban parcel adjacent to Boston, rail lines, and major highway infrastructure and the best means to achieve that vision in the short and medium term (with Merrick Hoben, Mieke Van der Wansem and Lawrence Susskind).

**New York Route 22 Transportation, Environmental, and Land Use Issues Assessment**, 2003. A report to the stakeholders of Putnam and Dutchess counties regarding the proposed expansion of a 3-mile expansion of Route 22 state highway and associated impacts to New York City's watershed, local communities, and the Great Swamp ecosystem (with Merrick Hoben and Sean Nolan).

**Chelsea Salt Dock**, Chelsea, MA, 2002-03. Completed a conflict assessment and mediated dispute among private company, a city, a neighborhood, and three state agencies to resolve a land use and environmental quality dispute with environmental justice concerns involving a parcel of privately-held property used as a dock and bulk storage facility for road salt.

**Planning and Zoning Commissions Joint Planning Workshop**, Simsbury, CT, 2002. Designed and facilitated one-day dialogue between two commissions of a suburban town to initiate development of their new plan for conservation and development.

**First Nations and Non-Native Taxpayers Relations Workshops**, Vancouver, BC, 2002. Co-facilitated two, three-day workshops to consider common interests, divergent interests, potential representation models, and a draft policy document for non-Native taxpayers to influence residential property taxation decisions by First Nations while preserving First Nation autonomy and governance.

**General Services Administration**, Washington, DC and Dallas, TX, 2000. Co-developed and co-taught two, two-day negotiation courses and one, one-day course in negotiation for GSA managers and staff negotiating real property purchases and leases.

**Conomo Point Issues Assessment**, 1999. A report regarding the land disposition of Conomo Point to the Town of Essex, Massachusetts Board of Selectmen, Conomo Point Planning Committee, and the Fair Solutions Committee (with David Fairman and Tracy Dyke).

**Cape Ann Sustainable Communities Regional Town Meeting**, Gloucester, MA, 1999. Facilitated regional town meeting on drinking water protection for four North Shore communities and the Department of Environmental Protection's Source Water Assessment Program.

**Tribal and Town Government Dialogue**, Aquinnah, MA, 1999. Interviewed stakeholders and co-facilitated dialogue between the Wampanoag Gayhead Tribal government and administration and the Aquinnah Town government.

**New York City School Construction Authority**, New York, NY, 1997. Co-facilitated a two-day workshop on partnering principles for the Authority and the Board of Education's Division of School Facilities.

**Housing & Urban Development Roundtable**, Washington, DC, 1994. Assisted facilitation of one-day roundtable on "Reducing Regulatory Barriers to Affordable Housing" involving 40 representatives of financing agencies, developers, affordable housing advocacy groups, and state and local governments across the U.S.

## **Public Health**

**Marine Fish Advisories for PCB**, Boston, MA, 2008. Facilitated a day-long event of sixty public health experts across the northeast regarding balancing the benefits of fish consumption against the risks of PCB ingestion and marine fish advisors.

**Eastern Equine Encephalitis Planning**, Boston, MA, 2007. Facilitated multi-stakeholder meeting regarding planning for response to a rare but fatal mosquito-borne disease, given concerns regarding pesticide spraying, human and animal health, and interagency coordination in the previous season.

**Danvers Explosion Response Action Review**, Boston, MA, 2007. Facilitated review of Department of Public Health and other agencies' response to a major chemical explosion in a residential neighborhood in Danvers, MA.

**Massachusetts DPH Biomonitoring Planning Facilitation**, Plymouth, Northampton, and Boston, MA, 2003. Co-facilitated three sessions with MA Department of Public Health and local health officials on proposed CDC-funded biomonitoring project and environmental health for the Commonwealth.

**PAVE PAWS Peer Review Panel**, Sandwich, MA, 2000. Facilitated presentation of findings by expert peer review panel to public on health risks associated with radar emissions.

**Oak Ridge Stakeholder Forum on Public Health**, Oak Ridge, TN, 1999. Facilitated a four-month process to establish a community forum for setting a public health agenda for the Oak Ridge Superfund site with the Agency for Toxic Substances Disease Registry, the National Institute of Occupational Safety and Health, and the National Center for Environmental Health.

**Community Assistance Panel, Massachusetts Military Reservation**, Cape Cod, MA, 1998-99. Conducted a team evaluation and facilitated transitional meetings of the Agency for Toxic Substances Disease Registry's Panel and co-wrote a process assessment of the Panel's work

### **Superfund and Toxic Cleanup**

**Hudson River PCB Cleanup**, Ft. Edward, NY, 2004-present. Facilitator assisting a twenty-five member group of diverse and divergent interests providing input to EPA on the implementation of the Record of Decision to dredge, dewater, and transport Hudson River sediments contaminated with PCBs from the operations of two General Electric manufacturing facilities.

**Massachusetts Military Reservation Superfund Clean Up**, Cape Cod, MA, 1996-09. Mediator and facilitator for decision-makers with the Department of Defense, the Environmental Protection Agency, Region 1, the Executive Office of Environmental Affairs, as well as for numerous local officials and citizens. Facilitated technical review team teams, various citizens' teams, and meetings of selectmen from the affected towns, Remedial Program Manager's and Management team meetings. Successfully mediated negotiated agreements on numerous separate preferred remedial actions, final remedial designs, and monitoring and sampling plans.

**Housatonic River PCB Cleanup**, Pittsfield, MA, 2009. Facilitator assisting a twenty-five member group of diverse and divergent interests providing input to EPA on the implementation of the Consent Decree to remediate river sediment and soil sites in and along the Housatonic River from PCBs from the operations of General Electric manufacturing facilities.

**Raymark Advisory Committee**, Stratford, CT, 2000-08. Convened and facilitated twenty-person committee advising the Town of Stratford, the CT DEP, and the EPA on an eight operable unit Superfund cleanup. Major issues include soil and groundwater contamination, risk assessment and health outcomes, and identification of remedial alternatives that minimize short and long-term disruption to the community. Group developed a strategic plan, addressed issues of funding, prioritized work, and developed recommendations for a cost-effective, stage approach to cleanup with limited dollars.

**Massachusetts Military Reservation Impact Area Clean Up**, Cape Cod, MA, 2006-07. Facilitate periodic management meetings among the U.S. Army and its contractors, U.S. EPA, and MA DEP. Help project

identify key priorities, resolve disputes, address differences among technical teams on fate and transport models.

**Massachusetts Military Reservation Natural Resource Trustee Council**, Cape Cod, MA, 1999-04. Facilitator of the MMR Natural Resource Trustee Council, one of the first Councils established by the Department of Defense. Trustees include the Department of Interior, the U.S. Department of Veterans Affairs, the U.S. Department of Army, the U.S. Department of Air Force, and the Massachusetts Executive Office of Environmental Affairs.

**The Unanswered Questions**, Mashpee, MA, 2000. Facilitated daylong community-sponsored workshop on key issues facing cleanup of a military base on Upper Cape Cod.

**Georgia Environmental Protection Division and Union Camp, Savannah Complex**, Atlanta and Savannah, GA, 1998. Conducted an assessment and assisted the Georgia Environmental Protection Division and Union Camp Savannah Complex in a three session, four day mutual gains dialogue on RCRA corrective action at the 500 acre Savannah mill complex.

**Coeur d'Alene River Basin Issues Assessment**, 1999. A report regarding environmental issues and concerns held by stakeholders in the Coeur d'Alene River Basin, Idaho, commissioned by the University of Idaho Water Resources Research Institute (with Mieke Van der Wansem, Jason Corburn, and Armand Ciccrelli).

### Water Quality and Quantity

**Water Utility Research Agenda for Shale Gas Development**, Baltimore, MD, 2010. Facilitator for a project team and stakeholders to develop a prioritized research agenda for improving the understanding of the potential risks of hydraulic fracturing and associated natural gas development activities to drinking water supplies and strategies for reducing identified risks.

**National Utility Strategy for Source Water Protection**, Boulder, CO, 2010. Facilitator for a project team and stakeholders to develop background and engage public water suppliers from across the U.S. to create a joint strategy and road map for source water protection.

**Comprehensive Wastewater Management Plan**, Falmouth, MA, 2010. Facilitator of a public engagement process, including an assessment, workshops, and fact sheets, to help a Town committee develop a comprehensive, fifty-year wastewater management plan for an Upper Cape community to preserve and restore its inland and salt bays.

**Edwards Aquifer Restoration Implementation Program**, San Antonio, TX, 2009-10. Co-facilitator of a 75-participant process to develop a joint habitat conservation plan to address endangered species and diverse human uses of San Antonio's and surrounds' sole source aquifer.

**Assabet River Ecological Restoration**, Maynard, MA, 2008-09. Facilitator who led numerous focus groups and designed a series of workshops to address issues of phosphorus contamination, waste water treatment, and potential dam removal for a historic river in Metrowest Boston.

**Lower Neponset River Ecological Restoration**, Boston, MA, 2008-09. Facilitator who convened and facilitated a Citizens Advisory Committee that reached agreement on the cleanup of PCBs from sediments, improvement of fish passage, and preservation of historical, Native American, and cultural resources.

**Riparian Buffers, Stormwater Management, and TMDLs for Delaware's Inland Bays**, Dover, DE, 2007. Conducted a stakeholder and issues assessment for the Department of Environmental Control and Natural Resource given an impasse over draft regulations intended to help the state meet TMDLs in the rapidly growing, ecologically sensitive area.

**Treated Sewage Sludge/Biosolids Public Partnering**, Alexandria, VA, 2005-07. Assisted the Water Environment Research Foundation (WERF) by preparing extensive public partnering protocols for WERF staff and management. Facilitated follow-up 35-person two-day intensive workshop developing background

for a RFP and for selecting a Project Steering Committee for a health incident study. As PSC completed work, mediated issues related to work completion and principal investigator. Consensus achieved and the final product release in December 2007.

**Funding Wastewater and Storm Water Infrastructure for Delaware, 2005-06.** Facilitated the planning, dialogue, and final report writing for a 25 person state-wide dialogue, sponsored by the Delaware Public Policy Institute, on providing stable funding for storm water and wastewater infrastructure through the state's Clean Water Council.

**Soft Path Water Technology Workshops, 2005-06.** Facilitated four, one-day workshops of diverse stakeholders from developers, agencies, environmental advocates, and others on research, regulatory barriers, public outreach and education, and strategy regarding distributed and non-structural water infrastructure solutions.

**Accelerated Recovery of the Florida Everglades, 2005.** Facilitated a two-day dialogue among South Florida Water Management District's stakeholders and the nation's leading experts on ecosystem recovering regarding proposed research projects to pilot accelerated recovery of phosphorus-impacted areas of the Florida Everglades.

**Tampa Bay Water Downstream Augmentation Issues Scoping, Tampa, FL, 2004.** Planned and facilitated two, one-day, public workshops for Agency for Bay Management and Tampa Bay Estuary Program to identify, prioritize and discuss approaches to environmental issues raised by proposed 13 mgd surface water withdrawal project.

**Aloha Water Company Customer Workshops, Tampa, FL, 2004.** Planned and facilitated two, one-day, intensive public workshops for 80 people concerned about water quality and service delivery by a 15,000 customer private water utility in suburban Florida.

**Treated Sewage Sludge/Biosolids Research Summit, Alexandria, VA, 2003-04.** Assisted the Water Environment Research Foundation (WERF) and its stakeholders to scope and conduct collaborative research. Led a 4-person facilitation team to assist the WERF, the U.S. EPA, and a 15 member Program and Steering Committees plan, prepare for, and conduct an innovative multi-stakeholder research agenda-setting summit for human health, risk assessment, pathogens, inorganics and emerging compounds for 70 participants & 100 observers.

**Florida Everglades Phosphorus Criterion Rule Development, West Palm Beach, FL, 2001.** Co-mediator convened and facilitated three workshops and in-between meeting mediation for the Florida Department of Environmental Protection and its stakeholders regarding the establishment of a phosphorus criterion and compliance methodology for the Everglades Protection Area.

**Connecticut Water Suppliers, Hartford, CT, 2000.** Planned and facilitated day-long consensus building effort for 50 CT water suppliers to develop a strategy forward for improving the governance of water diversion and allocation.

**Massachusetts Watershed Team Leaders, Executive Office of Environmental Affairs, Nantucket, MA, 2000.** Co-taught a two-day course in advanced facilitation and consensus building techniques for watershed team leaders from across the state.

### **Other Facilitations, Mediations and Assessments**

**Westchester County Homeless and Mental Illness Service Provision Issues Assessment, 2002.** A report to consumers, families, and mental health and social service professionals on housing services for individuals who are homeless, living in and out of the shelter system, and who may have psychiatric disabilities and/or substance abuse addictions (with Merrick Hoben and Gregg Macey).

**New Hampshire Democratic Party, State of New Hampshire School Funding, Concord, NH, 2000.** Organized and co-facilitated a one day strategy session with the Governor and state House and Senate leaders

on education funding proposals before the New Hampshire legislature as part of the resolution of a State Supreme Court *Claremont II* decision requiring the state to provide an adequate education for all public school students.

**Aboriginal Leadership Workshop**, Winnipeg, Manitoba, 2000. Co-facilitated daylong workshop on leadership among the Manitoba Assembly of Chiefs, the Urban Aboriginal Council, and the Métis Federation.

**Harvard Mediation Program**, Cambridge, MA, 1993-98. Mediated over 50 landlord/tenant, commercial and interpersonal disputes in Cambridge District Small Claims Court as well as criminal complaints, landlord-tenant disputes, and parent-child conflicts through the Advanced Mediation Program.

### **Other Trainings and Workshops Delivered**

**Pfizer, Inc. Pilot Workshops**, 2010-2011. Senior member of team conducting over 75 interviews across the company to assess negotiation capacity, challenges, and opportunities to develop a negotiation audit and to create a tailored, two day intensive workshop for country teams across Europe and Latin America to improve negotiation capacity and stakeholder engagement in an increasingly cost-constrained environment.

**Public Apology**. Boston, MA, San Diego, CA, Philadelphia, PA, Seattle, WA, Calgary, AB, and Washington, DC, 2007-10. Developed and co-taught half-day course in public apology for EPA Region I, EPA Headquarters, and DOI's Collaborative Action and Dispute Resolution office, the Alberta Municipal Affairs Mediation program, the Boston Bar Association, and others.

**Veterans Administration**, Bedford, MA, 2007-08. Teach a two-day leadership and negotiation course for mid-career nurses, doctors, and administrators working for the VA.

**Genetech, Inc**, San Francisco, CA, 2006. Developed and co-taught two, two day courses in negotiation among Genetech regulatory affairs staff.

**University of Kansas Self Fellows**, Lawrence, KS, 2006. Taught two-day course in consensus building for thirty graduate student fellows in a range of scientific and technical disciplines.

**Alberta Environmental Coalition**, Edmonton, Alberta, 2006. Taught negotiation skills and strategies to fifty (50) community organizations, advocacy groups, and union environmental committee representatives.

**McDonalds**, Chicago, IL, 2005. Co-taught tailored, intensive course in mutual gains negotiation for twenty-five general managers working with franchisees across the U.S.

**Montana Consensus Council**, Helena and Missoula, MT, Denver, CO, Lexington, KY, Tucson, AZ, Spokane, WA, Boise, ID, Seward, AK, Reno, NV, and Banff, AB, 1999-04. Developed and co-taught numerous one and two-day courses in "Participating in Consensus Building" and "Consensus Building for Natural Resource Managers" to federal and state agencies, citizen advocates, and local and tribal planners.

**Water Environment Research Foundation (WERF)**, Alexandria, VA, 2004. Developed and co-taught two, one-day trainings for WERF staff and managing in public partnering protocols and basic facilitation skills.

**Alberta Environmental Appeal Board**, Calgary and Edmonton, Canada, 1998-04. Developed and co-taught a two day mediation course and three one-day advanced mediation courses to EAB Board members who serve as mediators as well as administrative law judges and two, two-day negotiation course to EAB Board members, staff, and First Nation, industry, and government officials in Alberta.

**United States Geological Survey**, Reston, VA, 2004. Co-designed and co-taught two day workshop for USGS, BLM, and DOI scientists and policymakers regarding joint fact finding and science-intensive dispute resolution.

**National Aeronautics and Space Administration**, Washington, DC, 2003. Co-taught a one-day course with the Keystone Center on risk communication and perception to the Mars and Prometheus NASA project teams.

**Oneida Tribe Natural Resources Program**, Green Bay, WI, 2003. Co-taught a three-day course in negotiation for Oneida natural resource and environment managers, staff, and scientists.

**Fish and Wildlife Service**, Phoenix, AZ and Shepherdstown, WV, 2002. Taught two, five-day courses in resolving complex environmental disputes for FWS management and biologists and other federal agency participants.

**Environmental Justice Organizations**, Cambridge, MA and Los Angeles, CA, 2001-02. Co-taught two, two-day negotiation trainings for environmental justice advocates seeking to learn about mutual gains negotiation, mediation, and consensus building.

**Environmental Protection Agency Remedial Project Managers**, Philadelphia, PA and San Diego, CA, 2000-01. Developed and taught two one-day negotiation courses at the national conference for EPA Superfund RPMs.

**Harvard University Native American Program**, Cambridge, MA, Hay River, Northwest Territories, Saskatoon, Saskatchewan, 2000-01. Designed and co-taught two-day negotiation course to various First Nations chiefs, council, staff, and provincial and federal officials.

**Environmental Health Coalition (EHC)**, San Diego, CA, 2000. Co-taught two day, bilingual (Spanish and English) negotiation training for the EHC staff and community and union affiliates.

**Metro 916 Minnesota School Superintendents**. St. Paul, MN, 2000. Developed and taught a one and one-half day seminar in dealing with an angry public for 20 St. Paul area school superintendents and staff.

**Capital One**, Richmond, VA and Dallas, TX, 1999-2000. Taught four, two-day mutual gains negotiation courses to over 100 Capital One credit card company employees.

**New England Interstate Water Pollution Control Commission**, Laconia, NH, 1998. Co-taught half day training course in consensus building to 8 state agency non-point source coordinators.

**National Park Service (NPS), Northeast Region**, Bourne, MA, 1998. Developed and co-taught two day tailored training course in consensus building to 24 Park Service Superintendents and staff.

**International Business Machines (IBM)**, Atlanta, GA, 1998. Helped develop and co-taught full day tailored training pilot course in negotiation principles to 24 new hires to be administered to all IBM Global Service new hires in 1998.

**New England Gas Association**, Nashua, NH, 1998. Co-taught half-day training in basic negotiation principles to 25 participants in the 1998 Sales and Marketing School.

**Georgia Environmental Protection Division**, Atlanta, GA, 1997. Co-taught one day training in the mutual gains approach to negotiating environmental agreements for 25 staff of the Georgia EPD and a large company seeking to address RCRA corrective actions through collaboration rather than confrontation.

**Native American Fish and Wildlife Society, Northeast Region**, Oak Bluffs, MA, 1996. Co-taught a mutual gains negotiation skills half-day workshop for 25 tribal environmental managers and EPA and Fish and Wildlife regulators.

**Land Trust Negotiation Workshop**, Clinton, MA, 1995. Developed negotiation game and co-taught basic negotiation skills in a one-day workshop to 45 volunteer and paid staff of land trusts, historic preservation organizations, and conservation commissions across Massachusetts.

## **PRESENTATIONS AND LECTURES**

**State Legislative Agricultural Chairs Summit**, Orlando, FL, 2010. Plenary presentation on *Dealing with an Angry Public* and roundtable discussion.

**Petrobras Environmental Leaders Conference**, Rio de Janeiro, Brazil, 2007. Presented a lecture and training on stakeholder engagement to Petrobras's nation-wide upstream staff.

**Colorado Water Congress**, Breckenridge, CO, 2006. Presented a lecture on consensus building in water disputes for 100 attending summer meeting.

**Urban Land Institute, Master Planning Communities Conference**, Las Vegas, NV, 2006. Presented a lecture on consensus building in land development disputes to 200 ULI members.

**International Council of Shopping Centers, New England Idea Exchange**, Boston, MA, 2004. Presented a lecture on consensus building in land development disputes to 100 attendees.

**American Planning Association 2004 Conference**, Washington, DC, 2004. Co-panelist on the use of consensus building in planning disputes.

**Urban Land Institute, Southwest Florida Winter Meeting**, Naples, FL, 2004. Presented a lecture on consensus building in land development disputes to 125 ULI members.

**Connecticut Legislature, Joint Committee on Planning and Development**, Hartford, CT, 2001. Testified on behalf of Bill No. 137, An Act Concerning Mediation of Appeals of Decisions of Planning and Zoning Commissions.

**Simmons College**, Boston, MA, 1999-2000. Co-lecturer for two years for summer semester negotiation course for Graduate Program in Communications Management.

**University of Massachusetts**, Boston, MA, 1999. Lecturer for semester negotiation course for post-baccalaureate Dispute Resolution Certificate Program students.

**Metropolitan Area Planning Council**, Boston, MA, 1998. Presented to its members a talk on the *Principles of Consensus Building*.

**Georgia Industry Environmental Coalition Conference**, Savannah, GA, 1997. Presented to annual conference attendees a talk entitled *The Mutual Gains Approach to Reaching Environmental Agreements*.

## **CONSULTING REPORTS**

*How Congress Seeks, Processes, and Legislates Complex Science and Technology Issues.* Patrick Field, Peter S. Adler, and Jeremy Kranowitz, April, 2008.

*Integrating Mediation in Land Use Decisionmaking.* Report for the JAMS Foundation and the Lincoln Institute for Land Policy, December 2008.

*Responding to Streams of Land Use Disputes: A Systems Approach.* Policy Report #5 with the Public Policy Research Institute, University of Montana, 2007.

*The Montana Consensus Council: An Assessment of Its Mission, Outcomes, and Proposed Structure* (with Lawrence Susskind). Summer 1996. A report sponsored by the Northwest Area Foundation for the Montana Consensus Council, the Governor's Office, Helena, MT.

*Fishing for Values: A Primer for River Protection Activists in the Use of Contingent Valuation as an Economic Tool for Conserving Anadromous Fisheries.* 1995. Volumes 1 and 2. Co-authored with Kari Dolan. National Wildlife Federation, Northeast Natural Resources Center and River Watch Network, Montpelier, VT.

*Negotiating the Right to Know: Rhone-Poulenc and Manchester, Texas.* 1995. Co-authored with Michael Wheeler. Harvard Business School Case Study, N9-895-062 A & B.

*ADR, Partnering, and Consensus Building: Opportunities and Recommendations.* (with Toni Chayes, Sarah McKearnan, and Lawrence Susskind). 1995. U.S. Army Corps of Engineers, Water Resources Institute, Ft. Belvoir, Virginia.

The U.S. Seafood Industry. 1995. *Spectrum*, Decision Resources, Inc. Waltham, MA.

*Public Participation in the United States and Canada.* (Revised and edited) 1994. The Consensus Building Institute for the European Bank. Cambridge, MA.

Aquaculture and Biotechnology. 1994. *Spectrum*, Decision Resources, Inc. Waltham, MA.

### **JOURNAL ARTICLES AND BOOKS**

Integrating Mediation in Land Use Decision Making: A Study in Vermont. *Land Lines*. Lincoln Institute of Land Policy, January 2010.

Getting Coast Smart: A Consensus-Building Approach To Engaging Communities Around Climate Change Risks. *Association of Conflict Resolution Magazine*. Fall 2009 (Vol. 9, No. 1), p. 14-15.

Building Consensus, with Heather Conover. *Marketing Handbook for the Design and Construction Professional*. Third Edition, Building News, 2009 (Chapter 2.15, pp 173-182).

Evaluating Community-based Collaboration on Federal Lands and Resources, with Matt McKinney. *Society and Natural Resources*, 21(5), May-June 2008 (Vol. 21, No. 5, pp 419-429).

Responding to Streams of Land Use Disputes. A systems approach with Matt McKinney and Sarah Bates. *Planning and Environmental Law*. April 2008 (Vol. 60, No. 4), p.3.

Informed Consent and Public Sector Dispute Resolution. *Dispute Resolution Magazine*, Winter 2008 (Vol. 14, No. 2).

Building Trust in Corporate Communications. *Contingencies*. November/December 2007.

The Negotiator's Fieldbook: The Virtues and Limits of a Kaleidoscope, co authored with David Fairman and Hal Movius. *Negotiation Journal*. July 2007.

Joint Fact Finding, co-authored with Lawrence Susskind and Mieke Van der Wansem. Hanna, Kevin and D. Scott Slocombe (Eds.) 2007. *Integrated Resource and Environmental Management: Concepts and Practice*. Oxford University Press, Oxford and Toronto.

Building Consensus with the Team and the Community. Four part series in: *Marketer* (The Society for Marketing Professional Services). 2006 and 2007.

Breaking Five Myths of NIMBY to Get Your Project Off and In the Ground. *Land Development* (National Association of Home Builders), v. 19, no.4, Fall 2006.

Consensus Building and Dispute Resolution. Co-authored with Lawrence Susskind. *Planning and Urban Design Guidelines*, 2006. Wiley and Sons for the American Planning Association.

Risk Perception, Risk Communication, and Stakeholder Involvement for Biosolids Management and Research. Co-authored with Ned Beecher, Ellen Harrison, et.al. 34:122-128 (2005). *Journal of Environmental Quality*.

Building Consensus: Dealing with Controversial Land Use Issues and Disputes. Co-authored with Lawrence Susskind. No. 48, Fall 2002. *The Planning Commissioners Journal*.

Overcoming the Barriers to Environmental Dispute Resolution in Canada. Co-authored with Darshan Brach, Lawrence Susskind, and William Tilleman. Vo. 81 (August 2002) 396, *The Canadian Bar Review*.

Using Mediation in Canadian Environmental Tribunals: Opportunities and Best Practices 2000. Co-authored with Dr. William Tilleman, Lawrence Susskind, and Matthew Taylor in the *Dalhousie Law Journal*.

Superfund Cleanup at the Massachusetts Military Reservation, case chapter in *Negotiating Environmental Agreements*, Island Press, Washington D.C., 2000.

The Northern Oxford County Coalition: Four Towns Tackle a Public Health Mystery, case chapter in *The Consensus Building Handbook*, Sage Publications, Thousand Oaks, California, 1999.

Trading the Poor: Intermunicipal Affordable Housing Negotiation in New Jersey 1997. Co-authored with Jennifer Gilbert and Michael Wheeler. *Harvard Negotiation Law Review*.

*Dealing with an Angry Public: A Mutual Gains Approach to Rebuilding Trust and Improving Long Term Relationships*. 1996. Co-authored with Lawrence Susskind. New York: The Free Press.

Risk and Justice: Rethinking the Concept of Compensation. 1996. Co-authored with Howard Raiffa and Lawrence Susskind. Spring Issue. *The Annals of the American Academy of Political and Social Science*.

## **NEGOTIATION SIMULATIONS**

*Noble Farm*, a three party land conservation and purchase simulation designed to teach effective, value-creating negotiations for land trust professionals 2002. Co-authored with Moshe Cohen and Ole Amundsen.

*Cascade Power Company*, a five party hydroelectric energy dam relicensing simulation 2000. Co-authored with Jonathan Raab and Sharif Ebrahim with Gregg Macey and Armand Ciccarelli.

*Summitville*, a four party First Nations taxation mediation 1999. Co-authored with Tracy Dyke. A joint project with the Canadian Indian Taxation Advisory Board.

*Rocky Mountain Spotted Trout Endangered Species Petition*, a two-part, seven party, process design and habitat conservation plan negotiation simulation 1999 and 2002. Co-authored with Jeff McDonough-Dumler and Stan Byers. A joint project with the Bureau of Land Management and the Montana Consensus Council.

*River Bend*, a six party, bilateral, internal-external negotiation simulation. 1998. Co-authored with Kelly Davenport. A joint project with the Canadian Energy Pipeline Association and the Indian Taxation Advisory Board.

*Big Pipe*, two party scorable negotiation simulation. 1998. A joint project with the Canadian Energy Pipeline Association and the Indian Taxation Advisory Board.

*The Pringle Site* and *Amending Approval for the Storyville Pulp and Paper Mill*, environmental mediation simulations. 1997. Co-authored with Darshan Brach and Eddie Scheer. A joint project with the Alberta Environmental Appeal Board and CBI.

*Open Lands: A Private Land Planning Negotiation*. Fall 1996. A joint project with the Wyoming Open Lands Project, the Harvard Program on Negotiation Clearinghouse, and CBI.