



Catherine Morris

Senior Mediator

Consensus Building Institute, Inc.

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PROFESSIONAL SUMMARY

20 years of experience designing and facilitating stakeholder engagement, mediation of negotiated agreements, organizational strategic planning, and multi-party consensus building; and an additional 20 years of experience in energy-related regulatory, policy and environmental issues as an economist and policy analyst.

KEY ACCOMPLISHMENTS

- Designs and facilitates international and domestic multi-party negotiations and consensus building processes to solve problems around energy, environmental, and socio-economic issues
- Provides assessment, design, and facilitation for organizational and programmatic strategic planning, network building, annual campaign planning, and organizational and team capacity building

EXPERIENCE

- 2013-Present **Consensus Building Institute** Washington, DC
Senior Mediator
- 2003-2013 **The Keystone Center** Washington, DC
Director of Energy Practice
Oversaw the work of Keystone staff working across a range of national, state and local energy policy and regulatory multi-party problem solving initiatives; Project manager and lead mediator/facilitator for highly technical consensus agreements and negotiations on energy and environmental issues.
- 2002-03 **Independent Consultant** Baltimore, MD
Consultant to National Commission on Energy Policy, responsible for researching and briefing commissioners on barriers to emerging clean energy transportation technologies; Conducted environmental risk assessment for PacifiCorp, a Pacific Northwest electric utility, in collaboration with Navigant Consulting.
- 1994-2002 **Center for Clean Air Policy** Washington, DC
Deputy Director and Senior Policy Analyst
Managed the domestic air quality and climate change programs and staff; Served as acting director during executive director's sabbatical; Project manager and policy analyst for domestic air quality and climate projects

- 1991-1994 **The Electricity Journal**
Freelance Writer (See list of articles below)
- 1982-1990 **MA Department of Public Utilities, Electric Power Division** Boston, MA
Director, Deputy Director & Economist
Supervised a staff of approximately 12 engineers, lawyers and economists; Served as hearing officer representing the commission on electric utility administrative proceedings; Analyzed and drafted decisions and regulations for DPU Commissioners on electric utility matters.
- 1979-1982 **Integrated Energy Systems** Chapel Hill, NC
Economist/Policy Analyst/Energy Auditor
Writer and analyst for engineering firm specializing in energy efficiency and alternative energy technologies
- 1976-1980 **US Environmental Protection Agency (EPA)**
Air Quality Division, Durham, NC, Policy Analyst
Pesticides Program, Crystal City, VA, Intern
Office of Land Use, Washington, DC, Policy Analyst
- 1977 **Environmental Law Institute**
Policy Analyst

EDUCATION & TRAINING

- 1978-80 **University of North Carolina** Chapel Hill, NC
Master of Regional Planning -Concentration in Environmental and Economic Development Planning
- 1976 **College of William and Mary** Williamsburg, VA
B.A. in Economics
- 1974-75 **University of Edinburgh** Edinburgh, Scotland
One-year non-graduating program in Economics
- 2004 **George Mason University**
Northern Virginia Mediation Service Certificate in Negotiation, Mediation and Collaborative Processes
- 2010 **Group Process Consulting Training** – 40 hours from Sapien Consulting
- 2018 **Co-Active Coaching Training**– 24 hours in workplace coaching

PROFESSIONAL AFFILIATIONS

US Institute of Environmental Conflict Resolution, Roster Member
US Environmental Protection Agency, ADR and Coaching Roster Member
DC Office of Police Complaints, Mediator Roster

SELECTED PROJECTS (PAST 10 YEARS)

Energy & Extractives

US Department of Energy Consent Based Siting of Nuclear Waste, 2021-ongoing. Working with the National Labs and DOE, Catherine and CBI colleagues provide background briefing documents, trainings in negotiation and conflict resolution as a tool for consent based siting, develop metrics for evaluating progress in DOE's grant programs for 12 regional consortia to advance siting of interim storage of nuclear waste, and provide process support as needed.

US Dept. of Commerce, Bureau of Ocean Energy Management (BOEM), April 2022-2023. Conducted an assessment and facilitate a series of meetings with NY Bight and Carolina Long Bay offshore wind lease holders and stakeholders to develop draft communications plans guidance and progress report templates for communicating and resolving conflicts with fisheries, state and federal agencies, and Native American Tribes. These communications plans will become the model for further development of national guidance for leasees working with stakeholders in the Gulf of Mexico and west coast offshore wind lease areas.

New York Agriculture and Renewables Technical Workgroup, Jan 2020 – ongoing. As project manager and lead facilitator, Catherine is leading a CBI team to set up and facilitate an advisory group of diverse stakeholders from the solar industry, agricultural land conservationists, farmer advocates, local and regional government, environmental NGOs to provide input on policies, programs, and practices that advance renewable energy (primarily solar energy) while preserving important agricultural land and operations. The A-TWG has provided input on the development of a state scorecard for evaluating the impact of large-scale solar projects sited on farmland and providing incentives to avoid or mitigate impacts.

New York Offshore Wind Technical Working Groups, 2018- ongoing. Project manager of CBI staff facilitating four Technical Work Group Advising the State of New York on implementation of its Offshore Wind Master Plan. Catherine is facilitating the Jobs and Supply Chain Technical Work Group to provide input to the state on development of port infrastructure, job training capacity, and supply chain needs for the offshore wind industry.

Long Island Solar Roadmap, 2018 – Sept. 2020. Catherine planned and facilitated meetings of The Nature Conservancy (TNC) and Defenders of Wildlife project team, the project steering committee, and a Consortium of Long Island stakeholders over the two-year planning process. The project team created an interactive GIS map of the low conflict sites for ground-mounted, parking lot and commercial rooftop solar PV system; completed an economic analysis of the costs and benefits of scaling up solar power; and conducted an extensive ratepayer survey on to understand residents' perceptions and preferences. In addition, the Steering Committee and Consortium worked with the project team to develop recommendations for policies, practices, and programs for overcoming barriers to development on low-impact sites in order to meet the state's goal for 100% clean energy by 2040. The final report was released in March 2021.

New York Energy Research and Development (NYSERDA) Large-scale Renewables

Procurement Mitigation Framework, 2019 - 2020. Project manager and lead author of draft environmental, agricultural, and community impact mitigation frameworks for large-scale solar and wind energy projects. The frameworks were designed to guide project developers submitting proposals through the NY State renewable energy procurement solicitation.

NYSERDA Solar and Agriculture in New York: Issues Analysis and Proposed Solutions. 2018-19. Conducted research on New York and other state approaches to managing the interface between large-scale solar siting and agricultural land, conducted a stakeholder assessment and survey of the specific issues of concern to stakeholders in NY, planned and facilitated a stakeholder workshop, and drafted a white paper on issues and solutions for addressing conflicts.

Ørsted Wind Power (formerly Deepwater Wind) Fisheries Outreach, 2017-2019. Served as an advisor on communication and outreach plan to commercial and recreational fishermen, organized listening sessions in New York, Rhode Island, Massachusetts, and Connecticut, and drafted the company's outreach plan to be filed with NOAA on the South Fork Wind Farm.

Wind and Solar Industry Collaboration, 2016-2017. Catherine helped design and led a one-day workshop hosted by The **Energy Foundation** - among wind, solar and storage industries to explore opportunities for collaboration, and continued to facilitate workgroup calls to develop a joint vision and national, regional, and state workplan and communication strategy for joint action.

DOE/DOI Offshore Wind Energy Strategy Workshops, 2016. Planned and co-facilitated the two-day workshops for stakeholder input on the development of the five-year interagency strategic plan for accelerating the deployment of offshore wind in the US. Topics included siting and permitting, technology advancements, physical site assessment needs, supply chain issues, environmental mitigation measures, and measuring electricity system impacts. Meeting summary prepared by CBI was used as input to DOE/DOI's strategy to be released Summer 2016.

Energy in the Landscape, Lincoln Institute of Land Policy, 2016. Author of two chapters of forthcoming publication on the impacts, conflicts, and collaborative opportunities around siting energy facilities. Chapters on siting nuclear waste facilities and transmission and gas pipelines outline opportunities for achieving collaborative solutions.

World Bank Workshops on Scaling Up Mini Grids, Kenya, 2016; Myanmar, 2017; Nigeria, 2018; Ethiopia, 2020 and Ghana, 2021. Designed and facilitated 2- to 5-day action learning events on the barriers and solutions to accelerated deployment of mini/micro grid clean energy systems to provide electricity access in rural Africa. Catherine works with international development bank organizers and country counterparts (government, business, and civil society) from across Africa and Asia, to design and facilitate interactive events that allow for peer learning and collaboration in addressing challenges specific to the political economy in each country. At the conclusion, Catherine drafts an event summary and independent recommendations for action steps based on the themes of the event, many of which have subsequently been funded for implementation.

Vermont Yankee Nuclear Power Plant Decommissioning, 2014-Present. Performed an assessment of the stakeholder and conflict assessment, the need for public engagement and the role of the legislated Citizen Advisory Panel (CAP) after the closure of VY. Worked with the

State and the members of the CAP on the creation of its charter and the first annual report to the Governor and the legislature about issues surrounding the closure and decommissioning of the plant.

MA Dept. of Energy Resources Natural Gas Demand Study, 2014. Planned and facilitated one of a series of workshops for stakeholders to evaluate the best approach to analyzing and modeling natural gas infrastructure needs in Massachusetts. Over 50 attendees provided comments on the scenarios that should be considered, the assumptions and data needed to accurately forecast natural gas demand, and alternative resource potential.

Natural Gas Council Gas Day Initiative, 2013. Mediator for a six-month, intensive negotiation among producers, pipelines, and local distribution companies across the country to negotiate a consensus proposal for modifications to the FERC-approved natural gas scheduling process. The agreement will serve as the foundation for further negotiations with the electricity industry and is designed to address the mismatch between electricity generation bidding and dispatch scheduling and the procedures for acquiring natural gas for natural gas-fired generation.

Puerto Rico's Electricity Industry Reform, 2014. Performed an assessment of the potential for broader stakeholder engagement on initiatives by the Senate and the Governor to reform the Puerto Rican Power Authority, goals for development and integration of renewable power, and long-term energy policy for the island. Findings were featured at the PR Manufacturers Association Conference on Competitiveness.

New Hampshire Energy Facilities Siting Evaluation, 2013. CBI completed a multi-state review of energy facility siting practices, held focus group sessions for eight stakeholder groups to elicit input on the strengths and weakness of the current NH process, and designed and facilitated interactive citizen's workshops across the state on a range of potential changes (in partnership with Raab Associates.) Catherine led the research effort and helped design and facilitate the focus groups and citizen workshops. The final reports were presented to the NH Legislature and will be used by the NH Office of Energy and Planning to begin the next phase, developing new criteria and recommending specific changes in the structure of the Siting Evaluation Committee and its process.

Eastern Interconnection Transmission Planning Collaborative, 2010-2013. Project manager and lead facilitator for a broad and complex stakeholder engagement process, including the creation and facilitation of a 29-member stakeholder steering committee, multiple workgroups, and technical task forces. The Stakeholder Steering Committee, made up of transmission and generation owners and developers, renewable energy developers, NGOs, energy efficiency and distributed energy providers, and state regulators worked together to develop a range of future policy, resource and technology scenarios for economic and environmental analysis and transmission planning. This three-year, stakeholder-driven modeling process resulted in development of high wind energy scenarios and supporting transmission capacity needed by 2030 to meet Obama's clean energy goals.

Climate

WRI GHG Protocol for Land Emissions and Removals, 2023. Co-facilitated a 4 day workshop of approximately 40 global representatives from non-governmental organizations, academia, and corporations to reach agreement on international accounting protocols for

land-based GHG emissions and removals, including forested land, agricultural land, and product end-of-life carbon storage and sequestration and emissions. The final agreement will guide corporations in reporting their product carbon footprint and verify net zero carbon targets.

The Nature Conservancy (TNC) Powering New England for a Clean & Equitable Electric Sector by 2050, 2021 – ongoing. Co-facilitating an ambitious region-wide initiative to create a forum for developing and implementing the solutions needed to transform New England's electricity sector to one that is clean and equitable, with the active participation of those most likely to be affected by the transition. In Phase 1, CBI is working with TNC to begin a deeper engagement with constituencies whose voices and buy-in are critical to success, including rural and coastal communities, farmers, fishermen, environmental justice communities, indigenous communities, communities of color, organized labor, economic development leaders, small businesses, and environmental and land conservation organizations.

Vermont Climate Action Council, Jan. 2021 – ongoing. Working with a team of CBI senior mediators, Catherine is helping to facilitate sub-committees supporting the Council in development of state-wide mitigation and adaptation strategies, public engagement, and application of equity and just transition principles to ensure the most vulnerable and historically marginalized communities and people have access to the benefits and are protected from further adverse impacts of climate change policies and investments.

Northeast Net Zero Accounting Framework, Aug. 2022 – Mar. 2023. Catherine is working with U.S. Climate Alliance to facilitate a three-state collaboration (MA, VT, and ME) to develop consensus around the best approach for accounting for sequestration of carbon emissions through forestry and agricultural practices in statewide GHG mitigation plans and policies. By working together, the states seek to maximize negative emissions and minimize negative externalities across state boundaries.

New York State Climate Action Council. Oct. 2020 – 2022. Catherine is the project manager and part of a team of CBI facilitators contracted to first work with the eight Climate Council Advisory Panels to develop recommendations of policies, programs, practices that will meet the state's net zero carbon goal by 2050. Catherine is currently supporting facilitation of the Climate Council deliberations on the Advisory Panels' and recently formed Council subgroups' recommendations to reach consensus on a final scoping plan by December 2022.

New York State Climate Impacts Assessment Stakeholder Process, July 2020 – 2023. Catherine is project manager and co-facilitator for the 2-year stakeholder-driven process to update the state's climate science, impacts, and adaptation response. In Phase 1 of the project, CBI developed the stakeholder engagement design and workplan. In Phase 2, CBI's primary role was to help set up and facilitate input from eight Stakeholder Advisory Groups representing different sectors of the state and local economy to provide input on the scope, the intermediary products, and the translation of information into accessible communication materials.

US Climate Alliance Natural and Working Lands Strategic Plan. Dec. 2019- May 2020. Catherine was project manager and co-facilitator of 24-state network strategic planning process. Through a series of individual interviews, in-person and virtual workshops, surveys, and meetings with an Advisory Steering Committee of states and non-governmental partner organizations, CBI developed a set of strategies and actions to accelerate carbon

sequestration in wetlands, agriculture, pastures and rangeland, forests, and other natural and working lands.

Climate Investment Funds Transformational Change Learning Partnership, 2018-19. Co-facilitator and process advisor for global multi-stakeholder partnership seeking to assess Climate Investment Funds' (CIF) contributions to transformational change to promote low-carbon development. Currently supporting collaborative evaluation of CIF investments and programs focused on transformation of national energy sectors, climate adaptation institutions, and forest management regimes. Stakeholders include CIF donor and recipient governments, multilateral climate finance institutions, multilateral development banks, civil society and indigenous peoples' representatives, and expert evaluators. Process aims to produce actionable insights on use of climate finance for transformational change, accepted and internalized across all stakeholder groups.

Climate Investment Funds, Evaluation of Stakeholder Engagement, 2019. Part of CBI evaluation team charged with development of evaluation design and implementation to determine the effectiveness of CIF's stakeholder engagement beginning with governance structure and extending to project implementation. Catherine focused on evaluation of CIF energy programs in mid to low-income countries over a ten-year time frame. The evaluation included desktop review of documents, survey development and analysis, phone interviews, and an in-depth country case study requiring field work.

National Military-Business-Faith Climate Leadership Initiative, 2014-2017. In partnership with DEPLOY/US, conducted assessment, convened steering committee, and developed strategy for a cross-sector network of military, conservative faith and business leaders who want action on climate change. This growing network will work together to raise awareness of the national security, moral imperative and economic rationale for a national climate policy.

Coasts & Oceans

Chesapeake Bay Funders Network Collaborative Impact Network Assessment, 2020-21 (see details under Organizational Development)

New England Offshore Wind and Fisheries Research Collaborative, 2018. Reviewed and documented collaborative research models and drafted an options paper for forming a collaboration between the fishing industry, offshore wind developers, state agencies in Southern New England, BOEM, and fisheries experts to identify regional research questions and commission science to better understand the interaction between offshore wind development and fisheries. Facilitated a half-day meeting of key stakeholders. Results of the process used as the foundation of CBI-facilitated dialogue that resulted in creation of a new regional entity in 2020.

Ørsted Wind Power (formerly Deepwater Wind) Fisheries Outreach Plan, 2017-2019. Served as an advisor on communication and outreach to commercial and recreational fishermen, organized listening sessions in New York, Rhode Island, Massachusetts and Connecticut, and drafted the company's outreach plan to be filed with NOAA on the South Fork Wind Farm.

Ocean Health Earth Day 50 Challenge, 2017. Corporations and NGOs gathered at Earth Day Texas 2017 to develop partnerships and create a joint strategy for making a significant impact on a more sustainable future for oceans, forests and our climate over the next three years. The host of the event, Future 500 hired Catherine to plan and facilitate a day-long breakout session of participants on three biggest challenges facing oceans – marine debris, use of bunker fuels and illegal dumping by the shipping industry, and acidification caused by climate change. The group identified key corporate actors who should be brought into the network and also outlined specific ways the private sector and NGOs could work together to achieve the developing strategy.

NOAA/Northeast Fisheries Science Center External Communications Strategy, 2016-2017. Decision makers and citizens rely on NOAA's research and data to make scientifically informed decisions about management of ocean resources. The Northeast Fisheries Science Center (NEFSC), a regional research arm of NOAA, hired CBI and K&W to develop a communication and outreach plan for soliciting input and sharing this information with decisionmakers and all its stakeholders. After an initial assessment of communication needs and capabilities, a workshop with NEFSC staff, and gathering input from external stakeholders, CBI & KW will draft recommendations on communication goals and strategies, organizational structure and capabilities, communication tools, and core messages.

Bureau of Ocean Energy Management Offshore Wind and Fisheries Outreach, 2015. Assessment of issues, research needs and outreach strategy with fishing industry interests from Maine to North Carolina on the prospect of offshore wind development. Assessment required conducting extensive interviews with fishing industry and resource management stakeholders and reviewing comments on state leasing proposals, best practices in mitigation and other past outreach efforts. CBI developed recommendations for strengthening outreach, communicating effectively with the fishing industry throughout the stages of offshore wind energy development, and developing core messages to address fishing interests concerns.

South Carolina BOEM Task Force on Offshore Wind Development, 2015. Planned and facilitated a daylong meeting of state, local and federal agencies and officials on the proposed boundaries for offshore wind development in federal waters off the coast of SC. Forty officials reviewed and provided input on potential commercial and military navigation, artificial reefs, birds, marine life, cultural and visual impacts.

Arctic Ocean Coalition Strategy Workshops, 2014 & 2015. Planned and facilitated the annual 2-day strategic planning meetings of 20 national and regional organizations committed to protection of the Arctic Ocean. The coalition focused on developing and coordinating alternative strategies for limiting the impacts from oil and gas drilling in the Arctic Ocean.

Ocean Health and Business Sustainability Practices, 2014. Planned and facilitated a series of workshops with Conservation International, national sustainability reporting organizations, and a range of businesses including retailers, vehicle manufacturers, tourist industry, seafood farming, agricultural and hotel chains to develop a roadmap for incorporating sustainable practices and reporting methods that reduce supply chain impacts on oceans.

[Culture /Society/ Land Use](#)

District of Columbia Office of Police Complaints Mediations, 2020 – on-going. Mediates conversations between police officers and complainants to reach a better understanding of incidents that result in harassment or other conduct complaints. Recognition of joint responsibility, understanding the perspective and considerations of the “other,” and reinforcing active listening are key ingredients to successful resolution.

Rock Creek West Redevelopment, 2022- June 2023. CBI teamed with design and urban consultants to help shape and lead the public engagement process around zoning and development guidelines that will be adopted by the DC Office of Planning. The project focuses on increasing density and affordable housing in Ward 3, Northwest Washington, DC. Community engagement will include community walks and pop-ups as well as multi-day charettes to gather input from residents inside and outside the neighborhoods.

Denver Expanding Housing Affordability, 2020-2022. CBI planned and facilitated meetings of the Advisory Committee made up of for-profit and non-profit housing developers, neighborhood leaders, affordable housing advocates, elected city leaders, and businesses. The Advisory Committee was charged with providing input on evolving versions of a mandatory inclusionary housing and linkage fee policy that was approved by the Denver City Council in June 2022. The Committee represented interests across the city and although they were not expected to reach consensus, their input was strongly considered and, in many cases, incorporated in the final policy.

Eastern Market Redevelopment Plan, 2019 – 2020. CBI worked with Architrave Architects to design and facilitate the public engagement process to inform a strategic plan for the Eastern Market, an historic public market in DC. CBI collaborated the architect/planning firm on the development of a broad on-line survey that was completed by over 3,000 customers and other stakeholders of the Market to gather input on four key elements of the strategic plan. CBI also planned and facilitate a series of focus group sessions with different constituents of the market that were often in conflict over its governance, future development, and its place in the community. These included indoor merchants, outdoor vendors, farmers, community organizations, government agencies, non-profit development organizations and surrounding businesses. The final strategic plan, to which CBI contributed, was released in 2020 to help guide policy changes, investment, and community engagement.

National Park Service C&O Canal Redevelopment Plan, 2017-18. CBI was selected to plan and lead the stakeholder engagement and public meetings for the early stages of the C&O Canal Georgetown Comprehensive Master Plan for a one-mile section of the canal in Washington, DC. CBI conducted a stakeholder mapping exercise with Georgetown BID, National Park Service and Georgetown Heritage Trust, planned and held targeted meetings with neighborhood residents and businesses, and planned and facilitated interactive public meetings on initial proposals by the architect firm. When design alternatives were presented, the public worked in small groups to rank proposals and offer alternatives.

East Baltimore Collaborative, 2016-2018. The Collaborative was formed to create a shared vision and plan for addressing complex problems of environmental stresses in neighborhoods in East Baltimore. Catherine was engaged to help build the capacity of the collaborative network – a diverse cross-section of NGOs – to work effectively together in the second year of their partnership. Catherine led workshops on Collaborative Leadership, Effective Network

Communication and Problem Solving, Physical and Organizational Asset Mapping, and Building Trust and Relationships.

Organizational Development, Strategic Planning, Network Building & Coaching

Lead for America Collaborative Leadership Workshop, August 2022. Co-facilitated 1-day workshop for full-time fellows in Lead for America National Service Program. This workshop emphasized skills for speaking across differences, building consensus, and dealing with conflict and difficult meetings.

Chesapeake Bay Funders Network Regional Capacity Building Initiative, June 2020 – 21. Catherine conducted an assessment of local government and non-profit organizations and networks in the Baltimore Metro and Anacostia River watershed regions to identify the barriers, capacity gaps, and capacity needs to accelerate implementation of the Chesapeake Bay Watershed Implementation Plans for Maryland and the District of Columbia. The final assessment report provides recommendations to the funders for capacity building priorities in each region, including how to strengthen collaboration among and within networks.

US Climate Alliance Natural and Working Lands 3-year Strategic Plan. Dec. 2019- May 2020. Catherine was project manager and facilitator of 24-state network strategic planning process. Through a series of individual interviews, in-person and virtual workshops, surveys, and meetings with an Advisory Steering Committee of states and non-governmental partner organizations, CBI developed a set of strategies and actions to accelerate carbon sequestration in wetlands, agriculture, pastures and rangeland, forests, and other natural and working lands.

World Bank Southeast Asia and Pacific Infrastructure Department Assessment. April – June 2020. Catherine conducted a workplace assessment of the three divisions and multiple field offices following the annual 360 review process. Through interviews with over 25 individuals across the division, Catherine provided independent recommendations for improving performance accountability, work-life balance, collaboration within and across teams, and respect for colleagues in the workplace.

New York City Parks Natural Resources Group Restructuring, 2019- June 2020. Catherine conducted an assessment and ran three workshops with staff to discuss implementation of a proposed reorganization plan requiring staff to change roles and reallocate workload to accommodate a more interdisciplinary approach to planning and implementation of green infrastructure projects throughout the NYC park system. Catherine supported the leadership through the implementation stage.

NRDC Energy Efficiency Initiative Strategic Planning. 2018- 2021. Catherine served as an advisor to the steering committee planning a series of workshops to identify ways to better align and coordinate the energy efficiency work and messaging across multiple programs, including Climate; Healthy People /Thriving Communities; and Utility and Clean Energy. The first workshop developed a set of principles that are cross cutting, the second workshop developed three joint priorities for the next 3 years, and the third workshop is focused on implementation.

Chesapeake Bay Regional Collaboratives, Capacity Building & Strategic Planning, 2016-2018. Supporting the formation and strategic planning of three regional social impact networks within the Chesapeake Bay watershed. Catherine is supporting 6-10 cross-sector non-profit

organizations and government agencies within these three regions create shared regional visions, develop collaborative work plans and identify capacity needs as organizations and as a network to address the economic and environmental challenges of their regions. As part of this initiative, Catherine is conducting individual organizational assessments of six of the leading organizations to determine their existing capacity and capacity-building needs for operational, management, strategic and adaptive, and leadership excellence.

Africa Mini Grid Developers Association (AMDA), 2016-2017. Supported the formation of a private sector mini grid network or association by building consensus among industry participants on the governance, principles, and a work plan that would guide their collaboration and formal incorporation as a non-profit entity. The growing mini grid industry in Africa includes multiple technologies and business models that compete for funding and investment under a variety of government regulatory and policy frameworks. First convened in May 2016 at a private sector Roundtable, Catherine facilitated a group of developers by phone and in person to advance the Association, including the development of a charter and principles, terms of membership and a near-term work plan. AMDA was formerly incorporated in 2018.

US Renewable Industry Strategic Planning Workshop, 2016-2017. Designed and facilitated a day-long workshop hosted by the Energy Foundation, the American Wind Energy Association and the Solar Energy Industries Association for 30 US industry, business-oriented NGOs and philanthropy representatives to explore what an overarching advocacy framework (with goals, strategies, and coordination mechanisms) might look like that would optimize the opportunity for clean energy and the environment while supporting multiple policies and venues. Outcomes from this meeting helped determine the industry's process for continued collaboration on a long-term strategy.

US EPA National Estuary Program, Assessment and Organizational Development Services, 2016-2017 Conducted assessment interviews with staff and management and provided recommendations for addressing communication, team leadership and group dynamics, workload and staff capacity issues, and interface with management in the face of a major reorganization. Facilitated several half-day staff workshops and provided individual coaching.

Center for Community Progress Strategic Planning Workshop, 2016. Worked with executive director to assess the organization's opportunities for programmatic and geographic expansion. Conducted staff interviews and led one-day workshop to guide visioning dialogue that led to a refocus of the organization's five-year strategic plan.

Baltimore Emergency Food Working Group, 2015-2016. Facilitated three working sessions of local, state, and federal government agencies and private sector organizations involved in providing food and shelter to vulnerable populations year-round and in emergencies. At the direction of the Mayor of Baltimore, this working group was tasked with development of a city-wide plan to ensure continuity of food and water access during extended storms and unpredictable events, including civil unrest and terrorism.

LEAD-Maryland Negotiation and Leadership Training, 2016. Provided a half-day training for Maryland's professional fellowship program to develop leadership for advancement of agriculture, natural resource planning, and rural communities. The curriculum included both communication and negotiation skills training and a role-play scenario to practice those skills.

Smith Island, MD Visioning Process, 2014-2015. Project manager and lead facilitator of year-long community-driven visioning process to create a plan for addressing a declining and aging population, erosion of marshlands and coastlines, declining fisheries, and barriers to a robust tourist economy. The Islanders are working together to find ways to preserve the natural environment and culture of the community, while creating opportunities for a more sustainable economy.

Global Measles & Rubella Initiative Strategic Planning Workshop, 2015. The M&RI is a partnership of five global health organizations, The American Red Cross, UNICEF, Center for Disease Control (CDC), UN Foundation, and the World Health Organization. The two-day workshop was designed to reach agreement on Vision and Mission Statements and an annual work plan that capture their unique position in the fight to reduce and eradicate measles and rubella around the world and improve their ability to attract funding.

GW Law School Organizational Assessment and Coaching, 2014-2015. Working with Clinical faculty, staff, Associate Dean and Dean's office to evaluate team performance and provide both leadership coaching and team strategic planning to align around the mission, increase visibility, and prepare for changes in leadership in the Dean's office.

Landscape Conservation Cooperative Council Strategic Planning, 2014. Facilitated 2-day workshop of newly formed LCC National council to approve an organizational charter, develop a communications plan and provide input to the LCC Network strategic planning process.

International Monetary Fund Conflict Management Training, 2014. Co-facilitated a 2-day training of senior-level IMF management on conflict management and negotiation skills with a mix of presentation materials, role play exercises and customized problem-solving simulations.

Building Code Assistance Project, 2014. Facilitated strategic planning workshop with BCAP staff and Board of Advisors. BCAP had recently become an autonomous organization after many years as a program under the Alliance to Save Energy and asked CBI to provide leadership coaching during the early stages of the transition and to lead a one-day workshop to confirm its mission, organizational goals and funding opportunities in light of its existing strengths, vulnerabilities and external threats.

PUBLICATIONS AND REPORTS

Contributing Author of [*Resolving Land and Energy Conflicts*](#), 2018, Anthem Press.

Articles for The Electricity Journal include:

"Japan's Push for 40 New Plants faces Anti Nuke Reaction," July 1991.

"Will NRC's Nuclear Licensing Reform Pass Legal Muster?" July 1991.

"Transmission Reform Gaining in House; While Members Recess, Staff Drafts," (with K. Dozier), July/August 1991.

"FERC's Cautious Leap into Transmission Pricing Policy Highlights NU Merger Approval," March 1992.

"Special Report: What's Really Happening with Ratings for Utilities that Purchase Power?" July 1992.

"Independents, Utilities War over Wisconsin Commission's Plan," November 1992.

"Environmental Externalities in Massachusetts," January 1993.

"Special Feature: America's Rural Electric Systems Face Daunting Challenges, as They Seek to Reinvent Themselves and Their Mission," May 1993.

"Wisconsin's IPP Policy: State PSC Will Decide Who Builds," July 1993.

"Competition Forces S&P Reappraisal of Utilities and Financial Benchmarks," Nov. 1993.

"Competition is Surely Coming, but Regulators Fear They Can't Deal with It," Dec. 93/Jan. 94.

"Ridin' to the Superhighway: Can Entergy Persuade Regulators that Electric Utilities Are the Ones to Link DSM and Network Information Systems?" Dec. 93/Jan. 94.

"Clinton Hangs Tough on Rural Electric Financing," March 1994.