



# Catherine Morris

Senior Mediator

Consensus Building Institute, Inc.

Tel. (410) 371-3687 | E-mail [cmorris@cbi.org](mailto:cmorris@cbi.org)

---

## PROFESSIONAL SUMMARY

Over 35 years of experience designing and facilitating stakeholder engagement, mediation of negotiated agreements, organizational strategic planning, and multi-party consensus building, with special expertise in environmental and energy policy and regulatory issues.

## KEY ACCOMPLISHMENTS

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

## EXPERIENCE

- |              |   |                |
|--------------|---|----------------|
| 2013-Present | <b>Consensus Building Institute</b><br><i>Senior Mediator</i>   | Washington, DC |
| 2003-2013    | <b>The Keystone Center</b><br><i>Director of Energy Practice</i> <ul style="list-style-type: none"><li>• Oversaw the work of Seniors, Associates and Program Coordinators working across a range of national, state and local energy policy and regulatory multi-party problem solving initiatives</li><li>• Project manager and lead mediator/facilitator for highly technical consensus agreements and negotiations on energy and environmental issues.</li></ul> | Washington, DC |
| 2002-03      | <b>Independent Consultant</b> <ul style="list-style-type: none"><li>• Conducted environmental risk assessment in collaboration with Navigant Consulting for PacifiCorp, an Pacific Northwest electric utility</li></ul>   | Baltimore, MD  |

- Consultant to National Commission on Energy Policy, responsible for researching and briefing commissioners on barriers to emerging clean energy transportation technologies
- Business development and dialogue briefing documents for The Keystone Center

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 including cost of service rate cases, fuel adjustments, generating unit performance reviews, reliability investigations, independent power producer solicitations and integrated resource plans.

1979-1982 **Integrated Energy Systems** Chapel Hill, NC

*Economist/Policy Analyst*

- Writer and analyst for engineering firm specializing in energy efficiency and alternative energy technologies

**US Environmental Protection Agency (EPA)**

1979-1980 Air Quality Division, Durham, NC, *Policy Analyst*

1976 Pesticides Program, Crystal City, VA, *Intern*

1977 Office of Land Use, Washington, DC, *Policy Analyst*

1977 **Environmental Law Institute**

*Policy Analyst*

## EDUCATION

1978-80 **University of North Carolina** Chapel Hill, NC

*Master of Regional Planning*

*Concentration in Environmental and Economic Development Planning*

1976	<b>College of William and Mary</b> <i>B.A. in Economics</i>	Williamsburg, VA
1974-75	<b>University of Edinburgh</b> <i>One-year non-graduating program in Economics</i>	Edinburgh, Scotland
2004	<b>George Mason University</b> <i>Northern Virginia Mediation Service Certificate in Negotiation, Mediation and Collaborative Processes</i>	
2010	<b>Sapient Consulting Training</b> on Group Process Consultation	

## PROFESSIONAL AFFILIATIONS

US Institute of Environmental Conflict Resolution, Roster Member  
 US Environmental Protection Agency, ADR Roster Member  
 Association of Conflict Resolution, Member  
 National Coalition for Dialogue and Deliberation, Member

## SELECTED PROJECTS

### Energy & Extractives

**New York Renewables on the Ground Roundtable**, 2016-2017. Working with co-conveners, The Nature Conservancy and The Alliance for Clean Energy New York, Catherine designed and facilitated a 12-month dialogue among the renewable energy industry, local government, agricultural and natural resource advocates, business community and state government. The goal of the Roundtable is to develop consensus around principles and policy recommendations that will help NY meet its ambitious Clean Energy Standard by developing large-scale renewable projects, while protecting natural resources and addressing community values. The final report is expected to be released in October 2017.

**Energy Foundation - Wind and Solar Industry Collaboration**, 2016-2017. Catherine helped design and lead a one-day workshop 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 three chapters of forthcoming publication on the impacts, conflicts, and collaborative opportunities around siting

energy facilities. Chapters include siting nuclear waste facilities, transmission and gas pipelines, and closure of coal mining and power plant facilities, and presents opportunities for achieving collaborative solutions.

**World Bank Workshops on Scaling Up Mini Grids**, Kenya, 2016; Myanmar & Nigeria, 2017.

Helped design and facilitated five independent Roundtables and a Technical Conference on the barriers and solutions to accelerated deployment of mini/micro grid clean energy systems to provide electricity access in rural Africa. Worked with organizers ESMAP global mini-grid facility, CIF-SREP Clean Energy Mini-Grids and DfID-funded Green Mini-Grid program for Africa, and country counterparts (government, business and civil society) from across Africa, to design and facilitate an interactive event that allowed for peer learning and collaboration in addressing challenges specific to the political economy in Kenya and other East Africa countries. At the conclusion, Catherine drafted 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. Attended by over 150 individuals from 19 African countries, multi-lateral development banks, private sector developers, NGOs and private sector financiers.

**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 workshop 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.

**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.

**Natural Gas Council Gas Day Initiative**, 2013. Mediator for a three-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.

**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, 2009-2013.** 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 which would be needed in 2030 to meet Obama's clean energy goals.

**EPA State Climate & Energy Technical Forums, 2004-2013.** Project Manager and facilitator. Plans agendas, recruits and coaches speakers, prepares background documents, and facilitates discussion on monthly webinars for state energy, environment, and public utility regulatory staff on clean energy policies and programs.

**NE and Mid-Atlantic Clean Fuels Standards Workshop, 2009 & 2011.** Lead Facilitator. Facilitated and designed in collaboration with Raab Associates a stakeholder process to identify and prioritize the barriers and opportunities and economic impacts of a regional low-carbon fuel standard for the Northeast and Mid-Atlantic regions of the U.S.

**Energy Innovation from the Bottom Up: Workshops on Climate Technology RD&D, 2009.** Lead Facilitator. Designed the process and served as facilitator for three workshops to develop a policy roadmap to support innovation in climate technologies such as carbon capture and sequestration, photovoltaics, and air capture of carbon. The workshop sponsors, Consortium on Science, Policy and Outcomes and the Clean Air Task Force, synthesized the outcomes of the workshops in the final report.

**Summit to Advance National Building Energy Labeling System, 2010.** Lead Facilitator. Planned and facilitated a one-day workshop which brought together over 30 industry representatives and energy efficiency advocates with DOE, EPA and HUD to explore the level of agreement on the metrics for a national building energy label, the appropriate software and protocols for creating a national standard for rating homes, and the implications for the building audit to support the label. The group developed a partial consensus on these issues and proposed a process for continued collaboration and input to DOE's Home Performance Program and a national home energy label.

**TrAILCo/ Washington County Transmission Reliability and Siting Collaborative, 2009.** Designed and facilitated the stakeholder collaborative to develop innovative solutions to electricity reliability problems in Washington County, PA. Representatives for the transmission owner, state and local officials, environmental and energy NGOs, private landowners,

consumer advocates, and the collaborative process resulted in a consensus settlement agreement approved by the PA PUC.

**Woodrow Wilson Center and Public Policy Forum on US-Canada Cross-Border Competition under Climate Constrained Economies**, 2008. Co-facilitator. Workshop for Canadian and American policy makers, industry representatives and academic experts on the implications of carbon constraints on North American trade, economic and environmental collaboration and energy policies.

**CONAE/COMEX Dialogue on Enhancing Renewable Energy in Mexico**, 2002. Project manager and facilitator. Planned and facilitated intergovernmental workshop on policy changes needed to accelerate deployment of renewable energy technologies in Mexico.

**DOE EERE State & Stakeholder Partnership Support**, 2007-2009. Project Manager. Conducted a stakeholder assessment of the ten programs under DOE's Office of Energy Efficiency & Renewable Energy, developed work plans for stakeholder outreach for an ethanol campaign, October Energy Month, and EERE-wide stakeholder outreach working group.

**America 2050 Midwest Regional Conference on Infrastructure**, 2008. Facilitator and panelist. Led the Energy Infrastructure Roundtable, which was charged with identifying opportunities and barriers to expansion of energy, transportation and water infrastructure. There were over 200 participants from all sectors.

**DOE Renewable Energy Credits Workshop**, 2007. Lead Facilitator and member of the planning team. The one-day workshop brought together state and federal government, regional transmission organizations, renewable project developers, the financial community and REC tracking entities to explore ways to harmonize REC markets.

**The Keystone Center Nuclear Power Joint Fact Finding**, 2006-2007. Project Manager and lead mediator/facilitator. The 18-month Fact Finding on economics, safety, spent fuel management and proliferation issues surrounding potential expansion of civilian nuclear power to address climate change. The consensus report received significant media attention in the ongoing policy debate about the role of nuclear power in reducing carbon emissions from energy production in the U.S.

**DOE Energy Collaborative Analysis Workshop**, 2006. Lead Facilitator and a member of the planning team. The two-day workshop for state and federal agencies was convened to develop a roadmap for energy and climate research and analysis that coordinated the efforts of the multiple agencies and met the needs of policy makers.

**The Keystone Center Dialogue on Expanding Regional Transmission: Finding Solutions**, 2004-2005. Project Manager and mediator/facilitator of the one-year dialogue among industry, environmental and consumer NGOs, climate change policy advocates, and experts on barriers and solutions to planning, cost allocation and siting of regional transmission projects.

**DOE Workshop on Risk-Based Approach to Federal Facilities Clean-up**, 2004. Co-facilitator of a two-day workshop of state, federal, local and tribal governments on proposed changes in DOE clean-up assessment policies for federal superfund sites.

**The Keystone Center Dialogue: Realizing the Promise of a Hydrogen Fuel Cell Vehicles**, 2003. Consultant. Developed briefing documents, conducted interviews, and supported the

lead facilitator of this multi-stakeholder dialogue to identify policy barriers to deployment of HFCV.

**NYSERDA Clean Power, Clean Air and Brownfields Dialogue**, 1999-2001. Co-facilitator of advisory group and project manager of modeling analysis for a 2-year dialogue on innovative solutions to restrictions under non-attainment air quality classification and the opportunity to develop clean power projects on brownfield sites in NY.

**Municipal Utility Energy Efficiency Leadership Workshop**, 1998. Co-facilitator and analyst of the energy profiles of 3-day workshop for a group of municipal utilities that developed aggressive energy efficiency and renewable energy strategies to meet the growing demand for energy services.

## Climate

**National Military-Business-Faith Climate Leadership Initiative**, 2014-Present. 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.

**Climate Conversations Project**, 2011-2012. Facilitator and Advisor. Provided strategic direction and facilitation for Climate Conversations, a project in support of the National Climate Assessment (NCA). Keystone hosted regional forums across the country designed to bring together members of local communities to discuss extreme weather events, their impacts on the quality of life, and additional information needed to respond effectively. The results of these conversations were input to the 2013 NCA Report and led to profiles of participants' stories in local media.

**National Climate Change Preparedness Initiative**, 2008-2009. Facilitator of on-line collaboration. Designed and facilitated expert and stakeholder outreach to inform development of Climate Science Watch's proposal for strengthening the role of the federal climate assessment process to meet the needs of regional, state and local climate action policy makers.

**ICLEI Workshop on Community Engagement for Climate Action Planning**, 2008. Trainer. Organized and was a lead trainer for a workshop on models and best practices for community participation in climate action planning at the local level.

**New York Climate Change Task Force**, 2001. Co-facilitator and workgroup leader. Provided analytic support and facilitation of the Electricity Working Group. Co-facilitated the Task Force meetings to develop consensus targets and strategies to reduce greenhouse gas emissions in NY State.

## Coasts & Oceans

**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 the 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 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.

**Landscape Conservation Cooperative Council Meeting, 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.

**Connecticut River Valley: Development and the Environment - Future Search Conference,** 2002. Co-facilitator of two-day conference for regional stakeholders to prioritize development options and environmental and historic preservation values in the Connecticut River Valley.

## Air Quality

**Air Quality and Electricity Restructuring Dialogue,** 1995-1997. Analyst, work group leader and contributing author to final report of two-year dialogue on the emissions implications of restructuring in NY State. Participants included utilities, power pool representatives, NY state government agencies, and environmental and energy NGOs.

**International Global Atmospheric Chemistry Project,** 2012-2013. Project manager. Conducted and analyzed over 50 interviews of international scientists, social scientists, policy makers and private industry. The results were used to assess the viability and framework for a workshop to develop recommendations on how to improve integration of air pollution and climate change mitigation strategies in key sectors (transportation, energy and agriculture).

## Organizational Development, Strategic Planning, Network Building & Coaching

*Catherine has over 40 hours of certified training in Team Process Consulting, which is a unique set of skills and tools to help teams work more effectively together and interdependently to attain their shared goals. She also has 24 hours of training in co-active coaching.*

**East Africa Mini Grid Association,** 2016-Present. Supporting 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 facilitated by Catherine, a select group of developers have continued to meet by phone and in person to advance the Association concept to create a unified voice for the industry on regulatory and financial issues.

**US Renewable Industry Strategic Planning Workshop,** 2016-2017. Designing and facilitating 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 will determine the industry's process for continued collaboration on a long-term strategy.

**US EPA National Estuary Program, Assessment and Organizational Development Services,** 2016-Present. 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.

**East Baltimore Collaborative, 2017-Present.** The Collaborative was formed to create a shared vision and plan for addressing complex problems of poverty, lack of affordable housing, environmental stresses, poor educational opportunities, and crime in neighborhoods in East Baltimore. Catherine was engaged to help build the capacity of the Collaborative organizations – 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.

**Chesapeake Bay Regional Collaboratives, Capacity Building & Strategic Planning, 2016-Present.** 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.

**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.

**International Monetary Fund Conflict Management Training**, 2014. Co-facilitated a 1-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 recently became 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.

**Alliance to Save Energy Staff-wide Retreat**, 2008. Worked with staff steering committee and executive director to plan and implement a day-long retreat for team building and to set organizational priorities.

## PUBLICATIONS AND REPORTS

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.

*Other Publications:*

Co-author, *National and State Energy Policy Trends: Research Brief for Appalachian Region Commission Energy Blueprint*, 2006.

*Clean Air, Clean Power, and Brownfield Redevelopment*, 2001. Published by the Center for Clean Air Policy and available on the Center's website: [www.ccap.org](http://www.ccap.org)

"Promoting Clean Power, Clean Air and Brownfield Redevelopment: Summary of Preliminary Results," published in *Electricity Restructuring and the Environment, A US-German Dialogue*, Heinrich Böll Foundation, 2000.

*Disclosure in the Electricity Marketplace: A Policy Handbook for States*, 1998. Published by the Center for Clean Air Policy and available at the Center's website: [www.ccap.org](http://www.ccap.org)

*Recognizing Energy Efficiency and Renewable Energy in Cap and Trade Programs*, 1999. Published by the Center for Clean Air Policy and available at the Center's website: [www.ccap.org](http://www.ccap.org)

Contributing author to: *Air Quality and Electricity Restructuring: A Framework for Aligning Economic and Environmental Interests under Electricity Restructuring*. Published by the Center for Clean Air Policy, 1997.

Co-Author, *Strengthening Demand Side Management in Ohio*. Published by the Center for Clean Air Policy, 1995.

"Analysis of FmHA Passive Solar Home Performance in North Carolina," (with D. Koenigshofer), published in *Proceedings of the International Solar Energy Association Annual Meeting*, 1982.

*Proposition E: A Plan for Greenville's Energy Future*, (with D. Koenigshofer, W. Martin, et.al.), published by Greenville Utilities Commission, 1981.