



Ona Ferguson

Senior Mediator
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PROFESSIONAL SUMMARY

Fifteen years of experience as a facilitator, mediator and trainer in the United States helping groups work constructively together on natural resource and public policy issues.

EXPERIENCE

2004-present **Consensus Building Institute** Cambridge, MA
Senior Mediator

- Experience includes coastal and estuary management, climate change, land use, superfund, and organizational and strategic planning.
- Provides stakeholder analysis and conflict assessment services, facilitation and mediation of natural resource and public policy dialogues, management of coalitions and partnerships, design and facilitation of public engagement processes and strategic planning efforts.
- Teaches negotiation, mediation, and consensus building skills for federal, state, and local agencies and environmental advocates.
- Current and recent projects include facilitating a multi-year collaborative research project on shoreline management strategies for improving Hudson River shorelines to promote ecosystem health, facilitating public engagement for the Climate Change Vulnerability Assessment in Cambridge MA, teaching an annual negotiation course to environmental management graduate students at Yale, managing the Hudson River PCB dredging project's Community Advisory Group, and co-managing a project in Southeast Asia on improving fisheries and aquaculture.
- Manages projects and work plans up to \$400K.

2004-2004 **Yale Urban Resources Institute** New Haven, CT
Research Assistant

- Researched benefits of open space for use in a regional conference. Compiled financial and zoning strategies for preserving public green space for New Haven planning staff.

2002-2003 **Yale University Center for Industrial Ecology** Boston, MA
Research Assistant

- Created the first searchable internet site for professionals cataloguing global eco-industrial parks, in which environmental impact is reduced by materials exchange.

1999-2001 **Patagonia School Districts** Patagonia, AZ
Community Liaison

- Convened and facilitated a still active social service coalition with monthly meetings of 25 participant organizations in an impoverished, rural county on the border of Mexico. Managed projects involving the community in school improvement. Coordinated meetings of up to 70 participants. Co-authored a grant proposal resulting in an award of \$850,000 to the schools.

EDUCATION

2002-2004 **Yale School of Forestry and Environmental Studies** New Haven, CT
Master of Environmental Management

Concentration in Land Use Planning and Mediation, course work in local environmental law and land use, land conservation strategies, rehabilitation ecology and community revitalization, negotiation strategies, and private investment for the environment.

1994-1998 **Smith College** Northampton, MA
Bachelor of Arts in Art History

1996-1997 **La Sorbonne** Paris, France
Academic year abroad

Studying art history and French civilization

PROFESSIONAL AFFILIATIONS

[Yale School of Forestry and Environmental Studies](#): Lecturer, New Haven, CT. 2010-2018.

[Association for Conflict Resolution](#): Environment and Public Policy Section Leadership Council Member, 2010-2012; Member, Washington, D.C., 2004-present.

[U.S. Institute for Environmental Conflict Resolution](#): Mediator, Roster of Conflict Resolution Professionals, 2010-present.

[Massachusetts Office of Public Collaboration](#): Mediator, Affiliate Practitioner Roster, 2010-present.

[Revels, Inc.](#): Board Member, Watertown, MA, 2011-2013.

[LivableStreets Alliance](#): Founding Board Member, Cambridge, MA, 2005-2008.

SELECTED PROJECTS

Strategic Planning & Coalition Building

Tisch Community Research Center, Medford, MA 2018. Supporting a steering committee of Tufts College university staff and faculty and representatives of community-based organizations to plan for their next three to five years. This group works to foster connections between research faculty and the community to promote community-based research. This includes confidential interviews and planning and facilitating a one-day retreat.

City of Boston Environment Department Staff Retreat, Boston, MA, 2017-2018. Worked with the 30-person staff to identify shared needs, guided senior staff on topics in need of focus, and developed and led a one-day staff retreat to build relationships among staff who work on climate, energy, historic preservation and other environmental topics within the city.

Bringing Sustainable Fisheries to Scale; Reimagining the Fisheries Improvement Model, Seattle, WA, 2017. Planned and facilitated a two-day workshop for forty participants from around the world to explore key questions about how to strengthen and scale the fisheries improvement model used worldwide to enhance sustainable fishing practices. The meeting led to the formation of several working groups taking key topics forward for additional joint work.

Strategic Planning for the Massachusetts Division of Ecological Restoration, Boston, 2016-2017. Worked with a state division to develop a 3-5-year plan, including reviewing mission statement, key principles, and major activities. Conducted a staff assessment, a survey of external partners, and facilitated several day-long staff meetings in order to develop the final plan.

Berkshire-Taconic Conservation Partnership Planning Meeting, Averill Park, NY, 2017. Facilitated a half-day planning session for a newly forming coalition of land conservation groups from New York, MA and Vermont working together to focus conservation efforts on ecosystems that cross state boundaries.

Doris Duke Charitable Foundation Conservation Scholars Program Meeting, Washington, DC, 2016. Led a three-person facilitation team to prepare for and lead a two-day meeting for program leaders from five conservation scholars programs around the country. Twenty-five participants, including several Doris Duke Charitable Foundation staff people, shared lessons learned, challenges, and developed strategies for working together on key program components, with the goal of enhancing their efforts to diversify the conservation field.

Cambridge Compact for a Sustainable Future, Cambridge, MA, 2015-2016. Worked with a coalition of 20 institutions and businesses including the City of Cambridge, Harvard University, MIT and major other companies that control major commercial spaces in Cambridge to help them develop a three-year workplan. They identified projects that allow them to leverage their shared expertise and advance key sustainability goals while working and learning together.

GuideStar Advisory Council, 2015-2016. Led the development of an advisory council of strategic thinkers from non-profits, foundations, technology platforms, consulting firms, researchers and donation platforms. This council will provide strategic advice to GuideStar as it seeks to continue to support the non-profit field by capturing and sharing great data and information. CBI's two-person team conducted an assessment of possible topics and roles for the council and provided support in the convening of the group and facilitation of the first council meeting.

Saw Kill Watershed Community, 2015-2016, Saw Kill Watershed, NY. Assisted in the formation of the Saw Kill Watershed Community, a group of community members and researchers from Bard College and state agencies who want to work jointly to care for the water quality of the Saw Kill Watershed. This includes facilitating several full-group community meetings and supporting the leadership team as they work to formalize a body that is largely community-driven, with support from agency funding and Bard and other technical support.

Association for National Estuary Programs' Strategic Planning, Washington, D.C., 2015. Led a two-person CBI team to work with ANEP as they reviewed their workplan and, in a day-long working session of lead staff from the National Estuary Programs from around the country, developed both a near-term and long-term approach to staffing, funding, and key program activities.

Community Mediation Center Strategic Planning, Cambridge, MA, 2014. Facilitated a two-part process for the Community Disputes Settlement Center, meeting with first board members then staff to develop a strategic plan or roadmap for key activities. This followed on a similar project completed three years earlier that produced a dashboard that guided leadership and staff activities.

National Summit on Green Business Engagement Programs, Boston, MA 2013. Planned the first ever summit of programs around the country that inspire and challenge companies to increase their 4 sustainability practices voluntarily. This two-day summit brought together 40 program managers, federal agency staff, utilities and funders to discuss best approaches and share lessons learned and resulted in the formation of a national network of green business programs.

Hudson River Estuary Management Advisory Committee Facilitation Support, Staatsburg, NY, 2012- 2013. Assisted the leaders of a longstanding committee of organizations and agencies that research and advocate for different aspects of the Hudson River Estuary. Facilitated day-long retreats, gave input on key process decisions such as work priorities and structures for various collaborative endeavors.

Hudson River Estuary Management Advisory Committee Assessment, Staatsburg, NY, 2012. Led an assessment to evaluate a standing advisory committee that oversees work done by New York State's Estuary Program, interviewing 30 members of the committee and staff of the program and developing recommendations for strategic improvements.

Envirothon Strategic Planning, Boston, MA, 2012. Worked with the leaders of the Massachusetts Envirothon, an annual environmental competition for high school students around the Commonwealth, to assess the structure of the Envirothon and develop a plan for developing a vision for the future with the many agency and other partners involved in carrying out this extensive effort every year involving hundreds of volunteers on a very limited budget.

Revels National Board Strategic Planning Retreat, Phoenix, AZ, 2011. Planned and facilitated a two-day strategic planning meeting for board members from this performing arts organizations located in 10 different American cities. Participants discussed national coordination, artistic succession, their overall structure, and ways to enhance their support of each other.

Environmental League of Massachusetts Strategic Planning Retreat, Boston, MA, 2011. Assisted with planning and design of a one-day meeting to enhance board functioning and build capacity to support ELM's environmental goals going forward.

Urban Park Advocates Network, Massachusetts, 2010-2011. Coach one of the leaders of a Massachusetts-based network of people promoting and managing urban parks. Assist in agenda planning and process management for convening the network in half-day meetings and at a statewide summit.

Massachusetts Division of Ecological Restoration (DER) Strategic Planning Retreat, Boston, MA, 2010. Managed and facilitated a one-day strategic planning discussion for this newly formed state division. Talked with 15 staff prior to session to scope the agenda appropriately, and created a final meeting record and recommendations, from with DER staff honed and finalized their strategic plan for the next several years.

LivableStreets Alliance Annual Retreat, Cambridge, MA 2010. Planned and facilitated a one-day strategic planning retreat for the Board of a non-profit group focused on improving transit, bikability, and walkability for all in the greater Boston metro region. Assisted participants with their review of first five years of the organization and their priority areas of work for the coming year.

Massachusetts Association of Conservation Commissions Strategic Planning Initiative, 2008-2009, 2011. Designed and facilitated four regional focus groups and two large forums to identify current needs of volunteer municipal boards responsible for supporting state wetlands laws and local open space objectives. Wrote needs assessment report, facilitated a five-year strategic planning initiative by the Board of Directors. Planned and facilitated a short-term strategic planning follow up session in 2011.

Yale School of Forestry and Environmental Studies Alumni Board Retreat, New Haven, CT, 2009. Planned and managed a one-day retreat for the Alumni Board of Yale's Environment School. Assisted participants in identifying their four key priority areas of work for the coming year including connecting alums to students, supporting alumni network, and facilitating dialogue between faculty and alumni.

Community Rowing Visioning Session, Boston, MA, 2009. Planned and facilitated a day-long visioning session for the Board and staff of a non-profit organization that provides rowing opportunities for the greater Boston area. Surveyed members in advance for key issues and produced summary report outlining recommendations of projects and topics to include in a strategic plan.

National Community Land Trust Network Annual Meetings and Strategic Planning, 2005, 2006, 2007, 2008. Managed and facilitated the founding and annual member meetings of up to 150 people of the National Community Land Trust Network. Designed and ran two multiple-day Board of Directors Strategic Planning retreats at which participants developed annual workplans and did planning for the organization's development. During this time, the Network has incorporated as a non-profit, hired staff, and developed training programs for member organizations.

U.S. Representative Staff Strategic Planning Retreat, Boston, MA, 2006. Co-facilitated a daylong retreat for a Congressman's local and national office staff.

Climate Change & Resilience

Cambridge Climate Change Preparedness and Resiliency Plan, Cambridge, MA, 2015-present. Managing stakeholder engagement and public meetings for the City's effort to develop its first ever climate change preparedness and resiliency plan. Results of this intensive

planning effort will be folded into Cambridge's long-term plan and will be undertaken by a suite of partners.

Climigration Network, Cambridge, MA 2018-present. Member of a team leading the Climigration Network, a community of practice on this difficult subject of helping communities consider managed retreat along with other adaptive options to protect from or accommodate changes in their environment due to climate change. Leading the support provided to five initiatives funded in part through Climigration awards.

Natural Resiliency Measures for Shorelines, New York State, 2015-2017. Supported the leadership team that working with several groups of staff members from New York State's Department of Environmental Conservation, Department of State, and other departments to jointly develop shared guidance on how more natural shoreline approaches could enhance the state's resilience to sea level rise, storm surge and flooding. This included planning and facilitation of regular team calls of up to thirty people, reviewing documents, and supporting project leadership, and was funded with support from the National Estuarine Research Reserve's Science Collaborative program.

Community Transformation at the Water's Edge, Boston, MA, 2015. Co-designed and helped lead a CBI-convened, day-long workshop about the challenge of discussing managed retreat from sea level rise at a community-scale. This workshop included 35 invited participants representing residents of coastal communities; grief and loss counselors; local, state and federal officials; artists; planners; and mediators. We explored why this option for responding to sea level rise is so often avoided and how it might be possible to better include it as one of the variety of possible local responses. CBI has formed a working group of participants who talk every two months to continue this dialogue and look for solutions.

Cambridge Climate Change Vulnerability Assessment, Cambridge, MA, 2012-2015. Lead facilitator for community engagement on a technical vulnerability assessment completed by climate scientists, engineers and public health experts for the city of Cambridge, MA. Planned and lead several 100 person+ public workshops and formal technical advisory committee meetings. This assessment will form the foundation of a Cambridge climate change preparedness plan.

Coastal Green Infrastructure, New York City, NY, 2014-2015. Worked with the New York Department of Environmental Conservation, New York City Department of City Planning and the New York-New Jersey Harbor & Estuary Program to develop an integrated, coordinated and prioritized strategy for tackling research needs related to coastal green infrastructure initiatives intended to improve resiliency in the New York City metropolitan area. The effort, which brought together federal, city and state agencies, research institutions and non-profits, involved a suite of confidential interviews and centered on a half-day workshop to plan for shared next steps.

Coastal Adaptation Scenario Planning, New York, NY, 2013. Supported an effort by the tri-state Regional Plan Association to develop tools that can assist municipalities, counties and regions to effectively select among adaptation approaches that will most effectively prepare them for climate change impacts.

Kingston Flooding Task Force, Kingston, NY, 2012-2013. With a team from the New York State Department of State and New York State Department of Environmental Conservation, planned and led a Task Force of local leaders, waterfront business owners, and people responsible for Kingston's key infrastructure to bring high level data to a local scale and help the Task Force

develop adaptation recommendations to address substantial flooding from large scale storm events and future sea level rise. The task force has since been used as a model for three other town task forces along the Hudson.

New England Climate Adaptation Scenarios Project, 2012-2013. Part of a team that worked in Maine, New Hampshire, Rhode Island and Massachusetts to learn whether engaging a large and diverse group of people in a community in a simulation activity about climate adaptation increased local community focus on this important topic. Activities include working with four National Estuarine Research Reserves and a team of MIT graduate student researchers to learn about each community, design simulations, and lead community discussions. Early results indicate that one key lesson was that citizens were ahead of their local leadership in willingness to tackle these difficult topics.

New York Summit on Urban Coastal Resilience, New York City, NY, 2010-2011. Managed a year-long planning process and co-facilitated a day-long summit for invited participants from NY state agencies, New York and other cities, advocacy groups, economic development groups and others concerned with sea level rise. The group identified approaches for moving forward together on recommendations submitted by the NY Sea Level Task Force in December 2010.

Gender and Reducing Emissions from Deforestation and Forest Degradation (REDD), Washington, D.C., 2011. Facilitated a daylong strategic workshop for Oxfam America and partner organizations to produce an action plan among the major players interested in REDD+, gender and social safeguards across the globe. This workshop was held prior to several days of meetings and enabled participants to explore the potential impacts of REDD+ policies on women and relevant gender-differentiated roles; fair benefit sharing for women, women's access to decision-making, and more.

Cambridge Climate Congress and Dialogue, Cambridge, MA, 2009-2010. Planned and facilitated meetings among citizens of Cambridge and city staff and elected officials about climate policies and programs and opportunities for working jointly to more effectively decrease city-wide greenhouse gas emissions. Results included commitments from the city to fund an awareness campaign, focus on measurable goals, and work to be a model for those within and beyond city borders.

Making the Climate Connection, 2010. Assisted the Environmental League of Massachusetts (ELM) to determine the opportunities for building a network of groups focused on climate-related action across the Commonwealth. Co-managed an assessment in which 52 individuals across the state were interviewed to identify current activities and opportunities. Following the assessment results, ELM has convened the Global Warming Solutions Project, a coalition of groups working to support the state in implementing its commitments on greenhouse gas reduction.

Stakeholder Assessment for the State of the Carbon Cycle Report, 2004. Co-authored an early report detailing the concerns and hopes of over 30 individuals from around the United States regarding the creation of the State of the Carbon Cycle report. Presented the report to the team of people managing the production of the report at a two-day workshop for interested parties. The final report was released in November 2007.

Coastal, Ocean and Estuaries

Offshore Wind Maritime Working Group, New York, 2018-present. Lead facilitator of a working group of experts on navigation in the New York – New Jersey Harbor area who are developing guidance related to navigation and offshore wind installation coming soon in New York.

Hudson River Sustainable Shorelines Project, Hudson River Estuary, 2009-present. Facilitate a multiyear research project led by a national estuary research reserve to gather data on shoreline function and likely climate change impacts; engage broad stakeholders who own, design and manage shorelines along the Hudson River; and translate information so it can be used by municipal and other decision-makers. This has included coordination of various planning teams, advisory committees, technical committees, reviewing draft documents, and facilitating all large-group meetings. Current activities include creation of rapid assessment protocols about shoreline ecological and structural functioning.

Wetlands Protection and Migration within the National Estuarine Research Reserve System, 2018-present. Co-leading the advisory committee and overall process for an 18-month effort to identify opportunities for the NERRS to coordinate and enhance their role in wetlands protection and migration in the face of sea level rise. The advisory committee includes members from all over the country, and project products will include recommendations for the national NERRS system to engage more fully, with NOAA support.

Dams and Sediment in the Hudson River, Hudson Valley, NY, 2016-present. Lead facilitator for a collaborative research project studying what happens to sediments trapped behind dams when dams are removed. The multi-disciplinary team includes modelers and people doing field work. The CBI team manages overall project coordination and facilitates regular advisory committee meetings at which participants share regulator, designer and local officials' concerns and hopes for the project and its analysis.

Southeast Asia Fisheries and Aquaculture Initiative Policy Meeting, Bangkok, Thailand, 2018. Co-led a project led by the Monterey Bay Aquarium and the Carnegie Endowment for International Peace to gather input from fisheries and aquaculture leaders from around the world on how to best enhance sustainability in southeast Asian fisheries and aquaculture. We planned and facilitated an industry round-table hosted by Former Secretary of State John Kerry in Boston, then led a two-day workshop for forty participants who provided guidance on the most promising channels for progress in each of five Southeast Asian countries.

Bard Micro-Hydro Pilot Project, Hudson Valley, NY, 2017-2018. Assisted a team working to determine best methods for collaborative research around potential use of small dams for micro-hydro projects (very small hydro power installations). This included running a community meeting, assisting with overall project design, and leading a half-day on-site expert review with engineers and ecologists at a dam on the Saw Kill River.

Public Workshops on New England's Regional Ocean Planning, 2013-2017. Lead facilitator for a team of CBI facilitators who have designed and facilitated multiple rounds of public workshops around New England for the northeast regional ocean planning effort. These meetings, located from Connecticut to downeast Maine, have provided a variety of ways for the public to weigh in on the regional ocean planning work and development of the first ever Northeast Regional Ocean Plan (completed fall 2016). The team has also led regular day-long meetings for up to 100 members of the public on relevant topics prior to the work of the formal decision-making body.

Offshore Wind Stakeholder Engagement, MA, 2017. Member of a CBI team of facilitators supporting Deepwater Wind in developing a robust community engagement approach in advance of submitting applications for an offshore wind project.

Northeast Coastal and Ocean Acidification Network, New England, 2014-2016. Supported a network of researchers, advocates, state and federal agency representatives and coastal industry representatives to design and lead a series of meetings with diverse stakeholders throughout New England. The day-long workshops were designed to gather input on a coordinated research and action plan for raising awareness about and taking action on ocean acidification, with one final stand-alone session on management options for coastal acidification. CBI produced all meeting summaries and a synthesis report capturing lessons learned.

Long Island Sound Blue Plan Stakeholder Engagement, Connecticut, 2015-2016. Worked closely with the CT-NY Bi-State Marine Spatial Planning Working Group to conduct an assessment by interviewing 25 key stakeholders in Long Island Sound and to develop an assessment report of their recommendations and interests related to the development of a marine spatial plan for Long Island Sound. Produced a document laying out options for how the formal Blue Plan Advisory Committee, which will be developing the Long Island Sound Blue Plan, might think about their various stakeholder engagement options.

Advancing Stormwater Solutions in Ohio, 2011-2015. Advised and facilitated the research team from the Ohio Department of Natural Resources, Old Woman Creek National Estuarine Research Reserve and watershed and stormwater management groups working to install and monitor green stormwater solutions in Ohio. Co-facilitated a collaborative learning multi-stakeholder group of 20 engineers and state agency representatives guiding the project to ensure the results advance local stormwater practices. Led the final training for engineers and stormwater professionals from around Ohio.

Shoreline Habitat and Adaptation Dialogue, Hudson Valley, NY, 2009-2015. Facilitated an informal group of 15 environmental professionals from New York state agencies and environmental organizations as they shared their technical approach on key projects, sought each other's guidance, and coordinated efforts to ensure they were using the best approaches and focused on the most important habitat and adaptation issues. The quarterly meetings of this forum led to strong relationships and trust among colleagues with overlapping interest. Participants gave early feedback on important initiatives and served as a sounding board for mapping and other efforts along the shores of the Hudson.

Stormwater Best Practices Workshop, Huron, OH, 2015. With support from the National Estuarine Research Reserve Science Collaborative, planned and led a two-day workshop for leaders from several stormwater management projects around the country. The purpose of the workshop was to share best practices and lessons learned, and to identify possible activities that might benefit the NERRS program nation-wide in coming years.

Coastal Erosion Workshops, Massachusetts, 2014. Co-planned a series of five workshops throughout Massachusetts' coastal region to hear community concerns about coastal erosion. Facilitated three of these sessions. Worked with colleagues to produce a summary clearly synthesizing the opinions and hopes of the residents, which was submitted to Massachusetts' Coastal Erosion Commission.

New England National Estuary Program Finance Workshop, Boston, MA, 2014. Worked with the six National Estuary Programs (NEPs) in New England to explore creative opportunities to

marshal resources in support of their long term local and regional objectives. Planned and led this two-day session, which became an opportunity for the NEPs in the region to identify resources and expertise that could be shared among their programs.

New England Marine Sector Engagement, 2012-2013. Co-led a process for the Northeast Regional Ocean Council, a six-state collaboration focused on regional ocean issues, to engage key members of three marine industry sector groups: aquaculture, energy and maritime commerce. Completed an assessment of issues and concerns for each sector, co-managed a large project team including researchers and five other facilitators, and organized eleven stakeholder working sessions, co-facilitating five. Input from these working sessions informed NROC members states and the New England Regional Planning Body's next steps on regional ocean planning.

Hudson River Restoration Project, NY, 2013. Assisted and facilitated state agencies and a coalition of environmental non-profits on the Hudson developing a partnership structure and effective process for a multi-year restoration planning effort. This effort result in an approach for developing a plan of shared priority restoration projects identified and agreed to by stakeholders in the region and adopted by the Army Corps of Engineers.

Coastal Priorities Workshop, Silver Springs, MD, 2011. Co-facilitated a two-day, eighty-person conference for state coastal program managers and NOAA staff to explore programs and services available to help states manage their coasts.

Regional Ocean Governance Forum, Monterrey, CA, 2010. Co-developed and facilitated a daylong policy dialogue for the Coastal States Organization (CSO) and the National Oceanic and Atmospheric Administration (NOAA) at CSO's annual meeting. 40 participants representing regions around the country and federal agencies identified current concerns, challenges and opportunities provided by the new National Ocean Policy.

National Ocean Assessment Policy Dialogue, Washington, DC, 2009. Co-designed and facilitated a two-day policy dialogue among federal agencies and state coastal zone managers to develop recommendations on how assessments of the coastline might work best in assisting states and federal agencies in their coastal management.

Massachusetts Ocean Partnership and the Massachusetts Oceans Plan, 2009. Member of the facilitation team for a planning and public engagement process for developing the Commonwealth's first ever oceans management plan. Facilitated small groups and provided meeting summaries from partnership and public workshops.

National Oceanic and Atmospheric Administration's North Atlantic Regional Team, 2009. Co-facilitator of a team of representatives from NOAA working to engage stakeholders proactively on five areas of importance in the North Atlantic; climate change, ecosystem-based management, coastal and ocean energy development, hazard resiliency, and integrated water resources.

Envisioning the Future of Coastal Management, 2007. Managed a yearlong, \$200K process for the National Oceanic and Atmospheric Administration and the Coastal States Organization to gather ideas from stakeholders across the nation of how to improve management of the nations coasts and great lakes. Facilitated five 100-person meetings across the country plus three invitation-only two-day meetings of invited experts. Wrote detailed meeting summaries, trained volunteer facilitators, jointly managed a team of five, and organized all venues, refreshments and materials. Helped NOAA and CSO to develop cornerstones, core principles

and options for a new approach to managing the nation's coasts through reauthorization of the Coastal Zone Management Act.

Stormwater Assessment, 2009-2010. Managed a team of three to conduct an assessment to determine the best way for the National Estuarine Research Reserve's (NERRS) Science Collaborative to support advancements in stormwater management through their funding and guidance to the 27 NERRs around the country. Interviewed 41 people including NERRS staff and other stormwater experts. The final report captured key challenges in stormwater management nationwide and opportunities for the NERRS Science Collaborative to consider and was used by the NERRS SC to decide where stormwater should fit within their key funding objectives.

Falmouth Wastewater Public Engagement, Falmouth, MA, 2010. Member of facilitation team managing a public engagement process to engage citizens in Falmouth city efforts to develop a plan to make a \$400m investment in improving wastewater management and receiving body water quality in coming decades.

Assabet River Assessment, Massachusetts, 2010. Staff member in a team of two that interviewed 25 people and drafted report summarizing findings from an assessment for EPA Region 1 about how to proceed with wastewater permitting with four towns along the Assabet River. Topics included primary types of contamination and opportunities for improving water quality.

Connecticut River Watershed Assessment, 2009. Team member in a group of three that interviewed nearly 50 individuals on key Connecticut River flow regime issues, and drafted a report describing findings and participant interest in engaging with The Army Corps of Engineers and The Nature Conservancy in an upcoming complex modeling effort to model the flow of the Connecticut River.

Maine Marine Assessment, 2007. Member of a team of two that interviewed 50 individuals along the Maine coast about their primary concerns and hopes for coastal and marine issues in the state and wrote an assessment report making recommendations for improving collaboration on primary challenges.

Land Use, Transportation and Community Development

Somerville-Tufts Partnership Agreement Community Engagement, Somerville, MA 2018. Conducted an assessment to learn residents' hopes and concerns about the partnership between Tufts University and the City of Somerville as captured in the partnership agreement between these two entities. Conducted an open public meeting, a series of confidential interviews and a survey which almost 100 people completed. Summarized all the input in a publicly available report.

Medfield State Hospital Master Planning Committee, Medfield MA, 2017. Led a volunteer committee that met bi-weekly, coordinating closely with the planning consultants, to help them develop a recommendation for reuse of a state hospital acquired by the town several years before. The technical meetings covered zoning, finances and urban planning in many forms. This committee eventually did reach agreement on a recommendation to submit to a town meeting for approval.

Envision Cambridge, Cambridge, MA 2016. Supported the consultant team that developing Cambridge's first ever comprehensive plan. This included planning for expert panels, public

workshops, focus groups, and providing consultation on meeting materials and other engagement efforts being undertaken for Envision Cambridge. It also included leading several focus groups for traditionally marginalized communities.

Buena Park, CA, 2014-2015. Supported the planning director of this city in southwestern California in thinking through several land use conflicts over development projects. This included primarily one-on-one coaching, but also development and review of public meeting agendas and discussion of approaches for building trust and relationships in contentious situations.

North Kingstown Route 2/102 Visioning Process, North Kingstown, RI, 2011-2012. Managed an assessment in 2011 to explore stakeholders' issues, concerns and hopes for land use at the western Route 2 / 102 intersection. The assessment concluded that intensive process to develop a shared vision for the suburban/rural area could be productive. In 2012, created and led a 16-member appointed committee of community stakeholders to identify a solution to a conflict over future development of a parcel of land on the western side of North Kingstown. The committee met five times, held three large public workshops, and reached a consensus agreement on principles for the area that included recommended development density and characteristics.

Fresh Pond Shared Use Process, Cambridge, MA, 2010-2011. Co-managed and facilitated a public engagement process for the City of Cambridge to develop a Shared Use plan for Fresh Pond Reservation. Managed interactions with the public and a multi-stakeholder planning team, facilitating a series of eight evening public meetings to enable the public to articulate their recommendations for reducing conflict at Fresh Pond.

Fresh Pond Shared Use Assessment, 2010. Managed an assessment of approximately 30 users of Fresh Pond Reservation, one of the largest and best-loved open spaces in Cambridge MA. Interviewed stakeholders representing joggers, cyclists, dog-walkers and passive recreationalists, among others, drafted findings memo about options for decreasing conflict among users and assisted with development of a year-long public engagement plan on how to improve management of this public space.

Providence Waterfront Charrette, Providence, RI, 2008. Jointly designed and co-facilitated a public engagement initiative on waterfront redevelopment in Providence, RI. Co-facilitated eleven information and discussion sessions on a range of topics for up to 70 participants over four days to learn about and give input on the future and revitalization of the industrial waterfront.

Challenges and Opportunities for Amenity-Rich Communities in the West, 2007. Managed an assessment including 47 interviews and co-authored a report identifying opportunities for the Sonoran Institute to help regions in the western United States cope with challenges such as affordable housing, transportation, and the loss of the middle class.

Report on Western Opportunities for Regional Collaboration, 2006. With a team of three, interviewed stakeholders from eight regions in the western United States to identify opportunities for the regions to collaborate on conservation efforts with increased support by funders and technical experts. Completed a report summarizing our findings and recommendations for going forward.

Rethinking Urban Transportation Forums, Boston, MA, 2006. Facilitated four Boston Museum of Science forums for members of the public in which new transportation technologies were presented and up to 60 participants were invited to share their insights.

Pawcatuck Borderlands Regional Assessment, 2005. One of a team of three who interviewed members of the forested border region between Rhode Island and Connecticut to determine the extent of regional awareness, co-authored public assessment of the situation, and facilitated discussions at a presentation of findings.

Assembly Square Conflict Assessment, Somerville, MA 2003. With other CBI staff, interviewed over 40 stakeholders in a decades-long dispute over the development of a 143-acre parcel of land near downtown Boston. Wrote an assessment report that summarized findings and made recommendations, which was distributed to the municipal government and to all major players in the dispute.

Natural Resource Management & Federal Lands

Cape Hatteras National Seashore Off-Road Driving, Cape Hatteras, NC, 2008-2009. Helped successfully convene a 30-person Federal Advisory Committee Act negotiation to address highly controversial issues related to endangered species, recreational fishing, and off-road driving. Planned bimonthly regulatory negotiation meetings in a team of three facilitators, facilitated workgroups, drafted detailed meeting summaries, and worked with Committee members. The Committee's detailed work on a range of topics will be used by the National Park Service to develop ORV regulations for the Seashore.

Forest Collaboration, Maritimes, Canada, 2008-2009. Co-facilitated a group of environmental nonprofits and a large forest products company as they collaborated to identify joint projects and build relationships.

All-Terrain Vehicle Panel, Leominster, MA, 2005. Facilitated a four-person panel discussion on all-terrain vehicle use and open space management at the Trustees of Reservations' conservation conference.

Monomoy Wildlife Refuge Public Scoping Workshops, Chatham, MA, 2005. Facilitated small group discussions in large public meetings hosted by the Fish and Wildlife Service about the comprehensive conservation plan being developed for a wildlife refuge on Cape Cod.

Assessment of the Relationship Between Coastal States and the US Department of Interior (DOI), Washington, DC, 2011. Carried out an informal assessment of the strengths and weaknesses of the relationship between different DOI departments and coastal zone managers around the country for the Coastal States Organization.

Hathaway Pond Conflict Assessment, Rochester, MA, 2011. Interviewed 14 people and produced a summary report of findings about the Sippican River, Hathaway Pond, and perceived benefits and difficulties caused by possible dam removal.

Cape Hatteras National Seashore Negotiated Rulemaking Feasibility Report, 2005-2006. Co-authored extensive conflict assessment. Gathered information from almost 60 individuals about highly controversial issues related to off-road vehicle use, relations between the Park and the local community, endangered species, recreational fishing and the opportunity for a collaborative effort to address these issues. Co-authored a report of findings and recommendations.

Superfund and Toxic Cleanup

Hudson River PCB Cleanup Community Advisory Group, Ft. Edward, NY, 2005-present. Facilitate a 25- member group of diverse interests providing input to EPA and General Electric on the implementation of the Record of Decision to dredge, dewater and transport Hudson River sediments contaminated with PCBs from the operations of two GE manufacturing facilities. Manage subgroups, run public workshops, and support EPA's engagement with this representative group of stakeholders.

Mystic River Watershed Initiative, 2016-present. Support the Environmental Protection Agency (Region 1) and the many non-profit and agency members working collaboratively to clean up the water in the Mystic River Watershed. This includes leading an in-depth collaborative effort to bring regulators, stormwater experts and municipal leaders together to share information and develop concrete workplans and helping to plan some steering committee or subgroup meetings, facilitating large events, providing meeting summaries and other neutral staffing support.

Pease Air Force Base Restoration Advisory Board, Portsmouth, NH, 2016-present. Facilitate a 20- person group advising the Air Force on the cleanup at the former Pease Air Force base. In particular, focusing on water quality and concerns about Perfluorinated Compounds (PFCs). Plan and facilitate quarterly meetings to share information, discuss community concerns, and hear from the public.

Risks and Benefits Associated with Consumption of Marine Fish, Boston, MA, 2008. Produce meeting summary on a day-long expert meeting hosted by the NIEHS Center for Environmental Health and the MA Department of Public Health in which researchers discussed the complexity of benefits and risks associated with eating fish, including PCB exposure and cardiac and other health benefits.

Massachusetts Military Reservation Plume Clean Up Team Review Summary, 2004. Interviewed members of a community advisory group to assess success of the group in meeting their needs on monitoring a superfund site cleanup of ground water plumes. Wrote summary report and created presentation of key findings.

Air Quality

Greater Boston Breathes Better, 2004-2009. Co-facilitated and managed a region-wide coalition of US EPA and 40-member organizations including local governments, private organizations, and educational institutions working 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. Projects leveraged obtained funded from the Boston Foundation, U.S. EPA, and the City of Boston and received one of 15 US EPA Clean Air Awards for 2008.

Fort Peck Environmental Health Campaign, Fort Peck, MT, 2007-2008. Support local agencies and communities on the Fort Peck reservation to identify opportunities for collaboration and skill development and to bring in outside resources to address environmental health concerns such as asthma and mold.

Boston Air Quality Working Group, Boston, MA, 2006-2008. Facilitated a group of academics, community advocates, and policy makers who met quarterly to forge relationships and jointly address local air quality concerns. Organized and facilitated two 40-60-person public symposia on the issue of improving collaborative efforts among these groups.

New England Radon Committee Assessment, 2007. Assessed the work of this committee of radon leaders in New England and provided recommendations for future action and collaboration.

Other Facilitations, Mediations and Assessments

B-Lab Champions Retreat Planning, New York City, 2018. Worked with a team developing a plan for a multi-day conference on B corps to identify key subject matter and topical content. This included interviews, review of a suite of materials, and facilitation of a day-long planning session.

Collaboration for Energy volunteers, New Haven, CT, 2015. Developed and conducted a half-day workshop for people who lead voluntary greening efforts in Connecticut municipalities. This included general negotiation strategies as well as a focus on coalition-building approaches and tools.

New England Clean Tech Symposium, Boston, MA, 2012. Facilitated a summit for leaders from the clean tech industry convened by the Massachusetts Clean Energy Center and the New England Clean Energy Council. Participants explored challenges for clean tech sector development and identified shared priorities and workgroups for advancing joint objectives in the coming year.

Clean Energy Week Collaboration, Boston, MA, 2012. Assisted the Massachusetts Clean Energy Center to plan a meeting of the various organizations that organize Clean Energy Week to discuss successes and current challenges of a diversified and unstructured series of events and ways to work more closely together in the future. The twenty participants agreed to plan and market their events in a more cohesive way and created workgroups to move various activities forward.

Green Chemistry Conference, Boston, MA, 2011. Co-facilitated a two-day conference hosted by EPA Region 1 to advance discussions of green chemistry among six sector groups.

Let's Rebuild America Infrastructure Project, 2010. Co-managed a project for the US Chamber of Commerce to gather insight from member businesses around the country about their infrastructure needs. Facilitated meetings in Chicago, Atlanta, Houston and San Jose and produced documentation to support the national Let's Rebuild America project. Conducted confidential interviews with business leaders to distill key lessons for the Chamber.

Vermont's Energy Future, Rutland, VT, 2007. Facilitated small group discussions on trade-offs, concerns, and opportunities for the state's energy portfolio at one of five public meetings in Vermont on the state's future energy policy.

Summary Process and Small Claims Mediation, Malden and Chelsea, MA, 2004-2007. Provided mediation services bi-monthly to tenants and landlords in the Malden, MA court system for eviction and housing concerns and for parties in small claims lawsuits.

Ex-Offender Re-Entry Forum, Boston, MA, 2006. Helped design and prepared the lead facilitator for a one-day meeting on opportunities for improving Massachusetts systems to

support the re-entry of people who have been incarcerated back into the community and produced meeting summary. Facilitated a separate session on employment opportunities and barriers for ex-offenders. Both projects were supported by the Crime and Justice Institute.

Solid Waste Task Force, Maine, 2005. Co-facilitated three daylong meetings of the State of Maine's Solid Waste Task Force. Jointly designed sessions for participants from resource management, state agencies, municipal officials and others to carry out the five-year review of the state solid waste policy, led small group discussions, and prepared meeting summaries.

Forum on Urban Greenspaces, Boston, MA, 2005. Co-facilitated a daylong forum run by the MA Executive Office of Environmental Affairs on strategies for managing urban greenspaces in Massachusetts.

Diversity Dialogues at the John F. Kennedy Library, Boston, MA, 2005. Presented a framework for productive dialogue to 100+ students and facilitated four mornings of dialogues among groups of high school students from different schools on the subject of diversity.

Trainings, Workshops and Presentations Delivered and Simulations Created

Negotiation and Collaboration Skills for Environmental Professionals, New Haven, CT, 2018, 2017, 2016, 2015, 2014 (twice), 2012, 2011, 2010. Developed and teach a course (or set of day-long trainings) for 20-50 masters students at the Yale School of Forestry and Environmental Studies on collaboration and negotiation processes and techniques to introduce them to concepts and techniques for engaging with stakeholders.

Designing Boston; Can We Talk About Climate Migration? Boston, MA, 2018. Panelist at the Boston Society of Architects' panel on how to begin to tackle the difficult subject of climate-driven migration.

Conversations in a Civil Society. Concord, MA, 2018. Panelist at the Concord-Carlisle Adult and Community Education addressing the challenge of helping people hear one another in difficult political times. Presented to approximately 50 participants.

Facilitation Coaching for Graduate Students, New Haven, CT 2018. Provided process design and facilitation coaching for students from the Yale School of Forestry who were participating in and leading a variety of student-led events including panels at a film festival and small group facilitation at a two-day summit on deforestation.

Thinking Ahead; Refining and Expanding our Practice for the Coming Decade, Tucson, AZ, 2012. Cochair of the annual conference of the Environment and Public Policy Section of the Association for Conflict Resolution. Developed and managed program development for a one-day event for 60 professional environmental mediators and facilitators focused on new challenges facing the field, better articulating the work we do, and developing enhanced communication approaches.

Plenary Speaker; National Conference on Environmental Collaboration and Conflict Resolution, Tucson, AZ, 2012. One of four representatives of the field of environmental dispute resolution invited to speak at the closing plenary for 200 of this bi-annual conference to share reflections from the four-day event.

Outreach Approaches for Regional Ocean Planning, New England, 2011-2012. Researched approaches for reaching key sectors of ocean users such as the fishing community, aquaculturists, and maritime commerce. Identified channels of communication and key

connectors for the Northeast Regional Ocean Council to use as they gradually build their relationships with ocean users across the region.

Mediation, Consensus Building and Facilitation, New Bedford, MA, 2011. Presentation with two colleagues at the Massachusetts Association of Planning Directors conference on communication strategies, key mediation and negotiation concepts, and developing great processes.

Negotiation Training for CDC HIV/AIDS Prevention Staff, Washington, DC, 2011 (With Larry Susskind and Meredith Sciarrio). Developed training materials and simulation for a two-day training of leaders from the Center for Disease Control's country offices in negotiation skills to utilize in working with counterpart agencies and country teams.

Local Communities Adapting to Climate Change; Managing Risk in Decision Making, Cambridge, MA, 2009, 2010. Managed and co-taught a two-day course for municipal and state leaders on how to develop climate change adaptation plans by integrating data, collaborative processes and scenario planning.

Shoreline Adaptation and Resiliency Land Use Leadership Alliance Program, Staatsburg, NY 2010. Designed and taught negotiation and public engagement segments of a four-day leadership program for 45 local officials along the Hudson River. The course introduced local elected officials to opportunities for better engaging their communities in discussions about sea level rise and other shoreline challenges.

War Stories and Peace Making; Multi-Party Facilitation Principles and Techniques, Wellesley, MA 2010 (with Jack Wofford). Presentation to the New England Chapter of the Association of Conflict Resolution on multi-party facilitation, the role of the facilitator, and managing the conversation at the table.

Advanced Course on Resolving Land Use Disputes, Cambridge, MA, 2005-2009. Manage and co-teach an annual three-day course to advanced planning professionals, developers, land use conflict stakeholders and mediators about techniques for working collaboratively and with a third party neutral to resolve land use conflicts.

Resolving Land Use Disputes, 2005-2009. Managed and co-taught an annual series of multiple two-day courses for professionals in governmental, environmental, and non-profit organizations involved in land use decision making about how and when to consider collaborative or consensus-based approaches to prevent and resolve land use disputes. These courses were taught around the country, and venues included Rochester, NY, Bishop, CA, Salmon, ID, White Plains, NY, Leominster, MA and Portland, ME.

Preventing and Resolving Land Use Disputes, New Haven, CT, 2008. Presented a guest lecture of this title to Professor John Nolon's Local Land Use Law Course at the Yale School of Forestry and Environmental studies, introducing the concepts of multi-party dispute resolution in local land use practices.

Consensus Building and Communication Skills for Conservationists, New Haven, CT, 2008. Designed and taught a one-day course to graduate students at the Yale School of Forestry and Environmental Studies on key communication and consensus building skills and building strong working coalitions.

Mediation and Communication Skills for Conservationists, Leominster, MA, 2005, 2006, 2007, 2008. Developed and co-taught an ever-changing one-day course for land conservation professionals on communication, negotiation and coalition-building skills for difficult

interactions between non-profits and stakeholders. Co-taught the course four separate times to 40 participants from across New England.

Collaborative Workshops on Cape Hatteras National Seashore, NC, 2007. In a team of three facilitators, helped design and manage three two-day workshops for stakeholders involved in off-road vehicle management disputes on Cape Hatteras National Seashore. Participants prepared for negotiations in 2008 by building relationships, learning negotiation skills and starting to develop strategies for addressing key issues.

Breaking Robert's Rules, 2007. Jointly developed presentation materials and exercises for a one-day course to provide participants the opportunity to discuss and practice strategies for running meetings and working together collaboratively presented in Larry Susskind's *Breaking Robert's Rules*.

Tribal Environmental Health Leadership Workshop, Ft. Peck, MT, 2007. Designed and co-taught a two-day training to leaders on the Fort Peck Reservation in Montana. Workshop topics included consensus building, communication skills, and participants identified collaborative projects to decrease asthma triggers and other air toxics in their communities.

Negotiating Community Partnerships, Seattle, WA, 2007. Developed and taught a day and a half long course with a partner on negotiation and communication strategies for working with neighborhood groups, particularly on land conservation and affordable housing.

Resolving Land Use Disputes Online Course, 2006-2007. Managed the creation of an online course for the Lincoln Institute of Land Policy's website of lectures and resources introducing viewers to collaborative methods for addressing land use disputes.

Tenant Council Leadership Training, Cambridge, MA, 2006. Co-designed and led a series of interactive workshops on meeting design, conflict resolution, decision-making and communication techniques for elected leaders from the Cambridge Housing Authority's public housing developments.

Communication Skills for Working With Landowners, Saratoga Springs, NY 2006. Developed and taught a workshop for land trust professionals at the Land Trust Alliance's Northeast Land Trust Conference. Content included understanding interests, building trust, and problem solving.

Hewlett Packard (HP) Negotiation Training, Roseville, CA, 2005. Designed and co-taught a two-day customized negotiation training for an HP team, focusing on effective preparation and identifying internal challenges to effective negotiations.

Negotiation Principles Train the Trainer, Portland, ME, 2005. Prepared negotiation curriculum for the Marine Resource Education Program. Trained future trainers in how to deliver materials to members of the fishing community during a six-day training held several times a year to empower Maine's fishermen and women.

Communication Skills for Affordable Housing Advocates, Portland, OR, 2005. Developed and delivered a workshop on communication strategies for members of local non-profits providing low income housing through long-term ground leases at the Community Land Trusts National Conference.

Drought in the Klamath River Basin; Addressing an Intractable Problem, 2005. Co-authored a simulation designed to teach employees of the Bureau of Land Management strategies for discussing and moving forward on value-laden disputes.

Alberta Environmental Appeals Board Vignettes, 2004. Interviewed members of the Alberta Environmental Appeals Board and prepared training vignettes for a training completed by CBI in Alberta. These vignettes addressed questions about how to most effectively integrate mediation of environmental disputes into the Canadian judicial process.

Leadership for Environment and Development, 2004. Jointly developed a training for leaders from around the world about using consensus building skills in the sustainable development context. The training was provided by Leadership for Environment and Development to LEAD associates, and included situation-appropriate role-plays, exercises, and lectures.

Viatec: A Strategic Relationship Role-Play, 2004. Co-authored with Hal Movius. Cambridge, MA: Consensus Building Institute. A two-party simulation about finding mutual gains in strategic relationships within the pharmaceutical industry.

SELECTED PUBLICATIONS AND REPORTS

Pathways to Climate Resilience; Strategies for the Greater Boston Area, 2018, co-authored with Osamu Kumasaka and Elizabeth Cooper. This report, written for the Barr Foundation, describes the current suite of leading activities on climate resilience at a municipal scale in eastern Massachusetts. It outlines strategies and identifies opportunities for action.

Land in Conflict; Preventing and Managing Land Use Disputes, 2013, co-authored with Sean Nolon and Patrick Field. This primer provides a set of tools and techniques for planners, lawyers, developers and community members to improve how they make decisions at a local level about the most contested pieces of land.

Coastal States' Climate Adaptation Initiatives; Sea Level Rise and Municipal Engagement, Lincoln Institute of Land Policy Working Paper, 2012, co-authored with Todd Schenk. This paper explores how states and municipalities interact to address sea level rise, providing an overview of the state of practice, some reasons for different levels of action, and providing recommendations on how states can best support coastal municipalities in preparing for coming sea level rise.

Massachusetts Military Reservation Plume Clean Up Team Review Summary, 2004. Interviewed members of a community advisory group to assess success of the group in meeting their needs on monitoring a superfund site cleanup of ground water plumes. Wrote summary report and created presentation of key findings.