



Rachel Freed

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PROFESSIONAL SUMMARY

Rachel has over 25 years of experience mediating and facilitating multi-party processes involving environmental and public policy issues with a focus on water, wetlands and coastal resources, land use and transportation infrastructure. She has worked with government agencies and non-profit organizations on organizational and structural issues such as building collaborative capacity and employee engagement, strategic planning and priority-setting, and workplace conflict resolution.

- Strong science background in a range of natural resource issues, including wetlands and riverine ecosystems, coastal processes, ecological restoration, climate adaptation, stormwater management, drinking water quality.
- Skilled at analysis and conflict assessment, mediation, system/process design; and planning, design and facilitation of collaborative processes and partnerships involving complex issues. Strong foundation in conflict theory and practice, adept with multiple approaches to support group engagement.
- Expertise working with groups to resolve structural and process issues, strategic planning, priority-setting, process mapping and implementation of work plans.

EDUCATION

University of Massachusetts - Boston
M.A. in Conflict Resolution (1997)

[Boston University](#)
M.A. in Urban Affairs (1987)

[Boston University](#)
M.A. in Urban Studies and Public Policy (1981)

EXPERIENCE

2023 [Consensus Building Institute, Inc.](#) Cambridge, MA
Senior Consultant

Provide mediation, facilitation, collaboration, and conflict resolution services to public, non-profit, and private clients. Assess, design, mediate and facilitate collaborative decision-making processes to help groups reach agreement on complex issues and challenges.

Mass. Department of Environmental Protection, Northeast Regional Office (1990 - 2023)

Deputy Regional Director, Bureau of Water Resources

Oversaw 30 technical staff in drinking water, wastewater, and wetlands programs. Directed program operations, regulatory/policy development, permitting, enforcement and compliance. Reviewed and managed highly complex projects, negotiated settlements, and implemented agreements. Collaborated with state and federal experts on regulatory, policy, and project-specific issues, including salt marsh ecological restoration, infrastructure planning, flood responses, and development proposals.

Section Chief, Wetlands Program (2013 - 2020)

Directed wetlands permitting, compliance, and enforcement activities of staff for Wetlands Protection Act and 401 Water Quality Certification Regulations. Led regulatory and policy discussions. Engaged with public and federal/state/municipal agencies. Negotiated settlements on enforcement cases.

Environmental Analyst III and IV, Wetlands Program (1990 - 2013)

Reviewed permit applications, scientific and technical data for projects applying under WPA and 401 WQC Regulations.

Town of Wayland, MA (1987 - 1990)

Conservation Administrator

Technical staff for Conservation Commission. Worked with residents and applicants to address issues related to wetlands protection. Reviewed permit applications, provided analysis and advice on regulatory and policy issues, oversaw management of conservation properties.

Massachusetts Audubon Society (1983 - 1987)

Assistant Director of Public Policy

Reviewed and drafted policy recommendations and analysis, focusing on wetlands and pesticides.

SELECTED PROJECTS

Offshore Wind Maritime Working Group, New York 2023 - Present

Served as lead facilitator of a working group of experts on navigation and offshore wind in New York - New Jersey Harbor areas who are developing guidance related to offshore wind installations. This role includes coordinating among several state and federal agencies, developers, and other stakeholders; facilitating meetings; and assisting in the development of work products that will help New York State manage and plan its offshore wind projects.

Community Forum, Arlington MA 2023

Designed and facilitated a Town Forum on rodent control to engage the public on the state of the science and best practices for urban rodent control that minimize harm to other wildlife, pets, and humans. Facilitated discussions on the roles and responsibilities of the local health department, state policy, and private property owners; elicited input from the public on actions that can be taken by both the Town and residents to continue to improve rodent control efforts in Arlington.

Commonwealth of Massachusetts

2002 - 2022

Co-created and implemented MassDEP's first workplace mediation program, including system design, intake, conflict assessment and ensuring confidentiality. Established permanent role as conflict resolution provider within agency structure.

Mediator, MassDEP Office of Appeals and Dispute Resolution

2002-2022

Mediated adjudicatory cases referred by Administrative Hearing Officers on cases appealed to OADR on a range of regulatory disputes under MassDEP's authority. Provided conflict assessment and pre-mediation as well as in-person and virtual mediation.

Mediator, MassDEP and MassHRD (Human Resources Division) 2005 - 2022

Mediated workplace conflicts for employees in state agencies through referral by unions and HRD. Created pilot dispute resolution processes in response to program needs. Conducted evaluation, data collection, and analysis.

MassDEP Agency Process Optimization (APO) Project

Lead facilitator on a series of internal workgroup meetings focused on standardization and optimization of agency core business functions. Conducted multi-day workshops utilizing *Kaizen* methods to generate workflows, problem identification, solution generation, implementation actions and task assignments. Prepare evaluations and reports to Commissioner's office on progress and implementation.

MassHRD Supervisory and Management Training 2005 - 2017

Co-developed and delivered multiple workshops on communication, negotiation, supervisory skills, and change-management to state employees through MassHRD.

Combined Jewish Philanthropies, Israel 360 Program

Facilitated a series of dialogues about Israel for CJP's Israel 360 Program for young adults. Participants participants engage in conversation about their connections to Israel and share conflicted and conflicting views.

US EPA, Preparing for Climate Change: Leaders Summit

Facilitator for EPA Summit involving municipal, state and federal government, academic and non-profit representatives to discuss existing barriers to climate adaptation, the elements of resilient communities, and key actions each community should take. Groups worked to identify and commit to high-level collaborative actions that can contribute to and provide value in helping New England communities implement adaptive efforts.

Northeast States for Coordinated Air Use Management (NESCAUM)

Facilitated day-long retreat for Management Advisory Group on organizational and structural issues facing the organization, including vision-setting, strategic planning, internal and external communication, work flows and setting priorities.

VOLUNTEER WORK

Community Dispute Settlement Center (CDSC)

2023-Present

Member of mediator roster.

Boston Civil Court (Boston Bar Association)
Member of mediator panel.

2013-2018

Panel of Neutrals, U.S. Department of Justice

1999-2005

Provided mediation services for Americans with Disabilities Act (ADA) disputes.

MEDIATION AND FACILITATION CLIENTS (PARTIAL LIST)

State of New York
Town of Brookline MA
Town of Arlington MA
Lemberg Children's Center, Waltham MA
Commonwealth of Massachusetts (multiple agencies)
US Environmental Protection Agency (EPA)
Combined Jewish Philanthropies
Mass. Invasive Plant Action Group (MIPAG)
Snowmobile Association of Mass.
Temple Shalom
Private clients

TRAINING AND TEACHING (PARTIAL LIST)

New Jersey Dept. of Environmental Protection
Mass. Dept. of Environmental Protection
Mass. Human Resources Department
Mass. Dept. of Conservation and Recreation
Mass. Environmental Policy Act Unit (MEPA)
Mass. Dept. of Public Utilities
Association of Mass. Wetland Scientists
Massachusetts Audubon Society
NE Association for Conflict Resolution (NEACR)

PAPERS/PRESENTATIONS

"The Road: A Case Study of the Marrett Road Mediation and Implementation Processes," 1997 (M.A. Final Project)

"Considering Ethical Obligations for Public Sector Mediators," (co-author with Maura Zlody), 1996. Presented at SPIDR Annual Conference, 1997.

"The Name of War: King Philip's War and the Origins of American Identity," by Jill Lepore. Book review, ACResolution, Fall 2013.