



Meridian Institute

Connecting People To Solve Problems

Meridian Institute
Organization, Senior Personnel, and Project
Information

1999

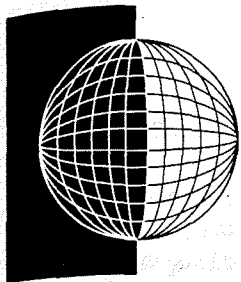
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DSW 138448

STLCOPCB4038403

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Meridian Institute

Connecting People To Solve Problems

MERIDIAN INSTITUTE MISSION

Our **mission** is to increase society's ability to solve problems and resolve conflicts arising from the integration of environmental, health, economic, and social issues. We accomplish our mission through third party, neutral facilitation which will help people:

- Identify critical issues,
- Utilize creative problem solving and conflict management, and
- Implement effective, durable solutions.

CORE VALUES AND BELIEFS

We are committed to bringing impartiality, integrity, inclusiveness, and respect for differences to a process that connects people to solve problems.

Often the difference between a successful solution to a problem or conflict and a failure is an effective process. Success often requires the systematic interaction of key parties in a fair, well-designed process that achieves a concrete conclusion. We believe this is true of multi-party, public policy-making, as well as internal organizational decision making.

FOCUS AREAS

Meridian Institute focuses on four areas of work:

- Convening and **facilitating multi-party, problem-solving and conflict resolution** processes,
- Assisting diverse parties in **creative alliances** and partnerships,
- Designing processes which **assist organizations in achieving sustainable policies**, and durable decisions, and
- Advancing the **understanding of collaborative decision-making** processes.

In all four focus areas, Meridian facilitators apply experience from projects conducted at the local, state, national and international levels to the interplay of environmental, health, economic, and social issues. Specific topics that Meridian facilitators have addressed include: environment and natural resource policy and management; occupational safety and health; public health; agricultural policy; trade; sustainable development; and alternative approaches to regulation.

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FACILITATING MULTI-PARTY, PUBLIC POLICY PROCESSES

Meridian Institute facilitators apply their extensive experience, trusted relationships, and familiarity with public policy decision-making to design and facilitate appropriate problem-solving and resolution dialogues.

Meridian's senior professionals design and facilitate dialogues that identify issues, resolve complex disputes, and generate effective solutions that can be implemented. Meridian's facilitators have led many ground-breaking negotiations and dialogues that have resulted in consensus solutions to controversial public policy issues. Multi-party processes can assist decision-makers and interested parties anticipate or resolve issues associated with regulations, legislation, and policy initiatives, as well as treaties and other international agreements.

ASSISTING DIVERSE PARTIES TO CREATE ALLIANCES AND PARTNERSHIPS

Meridian facilitators can identify opportunities for strategic partnerships and alliances, structure the collaboration, and assist in its successful implementation.

Meridian facilitators assist organizations interested in pursuing innovative partnerships and alliances designed to meet the challenges of integrating environmental, health, economic, and social issues. Companies, non-governmental organizations, government agencies, international organizations, and others increasingly seek opportunities to form working relationships. These include opportunities to address project or facility-specific objectives (e.g., achieving sustainability, environmental, or social objectives), as well as joint projects and policy initiatives. The success of designing, convening, and implementing these efforts is often enhanced by the assistance of a neutral party familiar with the issues, stakeholders, and procedures.

FACILITATING WITHIN ORGANIZATIONS

Meridian's expertise in process design, objective familiarity with the public policy arena, and experience working within diverse organizations presents a unique resource to entities seeking internal assistance.

Every day, organizations face the challenge of interacting with a rapidly changing world. Meridian facilitators design internal, collaborative processes to assist government agencies, companies, citizen and environmental organizations and others assess the changing external public policy environment; determine how to effectively meet organizational goals within that context; and, develop new ways of engaging external parties to develop and implement solutions that integrate environmental, economic and social concerns.

ADVANCING COLLABORATIVE DECISION-MAKING PROCESSES

Meridian facilitators recognize their responsibility to return to society the knowledge and learning of the organization through lectures, publications, and seminars, and to increase the capacity for all parties to participate effectively.

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Over the last twenty-five years, collaborative processes have made a significant contribution to public policy decision-making. Meridian Institute is devoted to critically analyzing developments in this field, communicating those findings, and seeking to continuously improve its own application to more effectively connect people to solve problems. As we learn more about what constitutes effective decisions, sound process, and durable partnerships, we are committed to documenting, disseminating, and learning from others.

ORGANIZATION AND STAFF OVERVIEW

The Meridian Institute is a not-for-profit organization located in the mountains of Colorado, 70 miles west of Denver. The six Senior Partners of Meridian Institute offer over seventy-five years of combined professional experience in developing innovative, consensus-building processes for some of the most challenging public policy issues of the 1980's and 1990's. The reputation, skills, and experience of Meridian's facilitators present a unique value to those seeking to make sustainable decisions within and between organizations.

In addition to the partners, Meridian works with professionals who have a wide range of expertise and can participate in project teams with Meridian staff. Meridian is dedicated to ensuring that our project teams reflect the diversity of skills and experience necessary to effectively address the issues at hand.

Dr. John (Jack) M. Clough, Jr. has over 18 years policy experience in Washington, D.C. During his 12 years working for Congress, he facilitated legislative solutions in a broad range of issue areas, including environment, energy, public health, telecommunications and financial markets. He has been involved in creating alliances and coalitions between diverse groups for many years. He joins Meridian with a special interest in extending collaborative decision making into areas it has not been used traditionally. Dr. Clough's Ph.D. is in plant biology.

Dr. John Ehrmann has pioneered the application of collaborative processes for almost two decades. He has extensive experience in legislative and regulatory processes dealing with environmental, natural resource and other policy areas related to sustainable development, including the President's Council for Sustainable Development and the National Commission on Superfund.

Dr. Michael T. Lesnick has twenty-five years of experience with collaborative processes. He has facilitated many national and international, ground-breaking dialogues, including the National Advisory Committee on Food Safety, Assembled Chemical Weapons Demilitarization Dialogue, and International Forestry Roundtable. He has extensive experience working within organizations and has researched the effective use of collaborative decision-making.

Connie Lewis has for the last ten years focused her mediation and facilitation work on a variety of natural resource and environmental quality issues, including biodiversity, ecosystem management, forestry, plant genetic resource conservation, wildlife management, pollution prevention, protected area management, and facility siting.

Timothy J. Mealey has been involved with public policy dispute resolution and consensus building for over a decade and-a-half. He has facilitated more than thirty collaborative decision-making processes on a wide range of issues such as Federal Facilities Environmental Restoration, International Food Security, and the Endocrine Disruptor Screening and Testing Advisory Committee.

Barbara L. Stinson has more than a decade of experience in designing, facilitating and analyzing collaborative processes. Her expertise and insights have helped the public and private sectors pursue innovative approaches to identifying problems and solving conflicts, particularly on air quality, transportation, land use, and natural resource management issues.

BOARD CHAIR

William D. Ruckelshaus, Chairman of the Board, Browning-Ferris Industries; former Administrator, U.S. Environmental Protection Agency. Over the next several months Meridian will be establishing a board of directors of senior leaders from diverse interests and perspectives.

Washington DC Office Location

We established our Washington, D.C. office this spring (to complement our existing Colorado Rocky Mountain main office in Dillon, CO). The location of the office is:
818 Connecticut Avenue, N.W.
Suite 1100
Washington, D.C. 20006
Phone (202) 452-1590
Fax (202) 452-1594

Personnel Additions and Moves

John (Jack) M. Clough, Jr., Ph.D. and Timothy J. Mealey manage our operation in Washington, D.C. Jack joined Meridian as a senior partner in April 1998 bringing over twenty-five years of Washington public policy experience as a staff member and staff director of the House Energy and Commerce Committee and as a principal of Bergner, Bockorny, Clough and Brian, Inc. In addition, Senior Partner, Tim Mealey has joined Jack in Washington, D.C. Tim's and Jack's direct phone numbers in the D.C. office are:

(202) 452-1591 Jack's Direct Line
(202) 452-1592 Tim's Direct Line

Colorado P.O. Box Change

Our post office box number has changed. Meridian Institute's number is now:
P.O. Box 1829
Dillon, CO 80435

Our physical address, phone number and extensions remain the same.

Organizational references available upon request.

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II. List of Recent Project Activities

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SELECTED RECENT MERIDIAN PROJECTS

Meridian Institute provides expertise in four areas. Brief descriptions of a few of our projects in each area are provided below.

Multi-Party Consensus Building and Public Involvement Processes

President's Council on Sustainable Development - Meridian facilitates the President's Council on Sustainable Development and serves as a member of the Strategic Planning Team for the Council. The Council includes five Cabinet Secretaries, Corporate CEO's, and leaders of environmental, labor, and public interest organizations.

Roundtable on Sustainable Forests - A multi-stakeholder process that will focus on U.S. implementation of internationally agreed-upon criteria and indicators for sustainable conservation and management of temperate and boreal forests, and U.S. implementation of the Proposals for Action of the United Nation's Intergovernmental Panel on Forests.

Implementation of ESA Provisions for Private Landowners - A national dialogue on the development and implementation of Habitat Conservation Plans, Candidate Conservation Agreements, and Safe Harbor Agreements under the Endangered Species Act.

World Business Council for Sustainable Development - Activities include facilitation at an international meeting on corporate social responsibility involving leaders from business and non-governmental organizations from around the world, and a series of workshops to refine scenarios for sustainable development that will be discussed at the National Town Meeting of the President's Council on Sustainable Development.

Mohave Generating Station Dialogue Assessment - An assessment of a potential collaborative dialogue on the future of the Mohave Generating Station in Laughlin, Nevada.

Louisiana Facility Siting Process - A public input process relating to siting of a PVC facility in Plaquemine, Louisiana. This process solicited extensive public comment prior to any contracts between the companies being signed and prior to the permit being submitted.

Tolerance Reassessment Advisory Committee - A series of meetings to provide advice regarding a strategic approach for reassessing pesticide tolerances, including those for organophosphate pesticides.

U.S./Canada Fisheries Negotiations - Meridian served as a process advisor to William Ruckelshaus, Special Envoy for the President to the joint U.S./Canadian assessment team. Meridian's role was to provide advice on options for restarting negotiations between the U.S. and Canada on fishery regimes for the management of Pacific Salmon.

White House Initiative on Recycling - An initiative to explore the opportunities and barriers inherent in the development of domestic recycling markets.

Endocrine Disruptors - A federal advisory committee charged with developing recommendations on a strategy for screening and testing chemicals and pesticides as to their potential to disrupt endocrine systems of humans and other biota.

Facilitation of Strategic Partnerships and Alliances

Vinyl Institute National Advisory Committee - A national council of stakeholders addressing environmental quality issues, public health concerns, consumer issues, and the role of the vinyl industry in sustainability.

Michigan Source Reduction Initiative - An innovative project, being undertaken by Dow Chemical Company, the Natural Resources Defense Council, local and regional environmental groups, and Midland, Michigan residents, to initiate pollution prevention projects at the Dow Midland facility.

Puget Sound Chinook Salmon Process - This effort is intended to establish a collaborative interaction between the environmental and business communities in an effort to improve the quality and acceptability of a recovery plan for endangered Chinook Salmon.

Facilitation Within Organizations

American Lung Association of California - A strategic planning session among technical experts, air quality regulators, and the American Lung Association on key priorities in California.

Hazardous Waste Remedial Actions Program - Senior management retreats to discuss mission, core competencies, external environmental trends, and revised business practices for an environmental services provider within the Department of Energy complex.

United States Postal Service (USPS) Environmental Planning Retreat - A planning session for USPS environmental coordinators to prioritize issues and launch a strategic planning process that will integrate environment in USPS business activities.

International Food Policy Research Institute - Strategic planning and stakeholder consultation sessions to develop goals for the next ten years.

SC Johnson Strategic Planning - A management retreat focusing on sustainable business practices for the year 2003.

EPA FY 2000 Planning Meeting - A planning session among national program managers and EPA regional leadership to address agency priorities.

Advancing Collaborative Decision-Making

Consensus Building Handbook - Dispute resolution practitioners are developing a handbook on consensus building processes. Meridian is contributing a chapter on utilizing joint fact-finding processes among multiple stakeholders to address science and information-intensive issues.

Yale University Lecture - Meridian presented a lecture at a Yale University Summer Institute for mid-career professionals on the use of collaborative decision-making processes.

University of Wyoming Lecture - Meridian presented a lecture in Grand Teton National Park as part of the University of Wyoming Research Station Summer Lecture series. Remarks addressed the challenges of utilizing collaborative approaches in environmental and natural resource disputes.

III. Senior Personnel Qualifications

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JOHN M. CLOUGH, JR., Ph.D.

Meridian Institute

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email: jclough@merid.org

SUMMARY OF PROFESSIONAL EXPERIENCE

Meridian Institute, Washington, D.C.

Senior Partner (April, 1998 - present)

Joined Meridian Institute in April of 1998 with the express mission of opening a Washington, D.C. office, seeking business opportunities in Washington for third party facilitation, and facilitating projects. Meridian Institute is a not-for-profit organization providing third party neutrals in a variety of problem-solving contexts. Over the past two decades, senior partners have helped to facilitate the creation of federal public laws; served as facilitators or mediators in regional, national and international multi-stakeholder processes addressing a wide range of issues associated with environment, natural resources, and sustainable development; and provided facilitation for internal organizational processes including strategic planning, organizational development, formation of advisory committees (internal and external membership), and collaborative decision making.

Bergner, Bockorny, Clough and Brain, Inc., Washington, D.C.

Principal (March, 1992 - March, 1998)

Was one of four principals in one of Washington's highly regarded lobbying firms. At any given time, the firm carried between 20 and 30 clients covering a broad range of interests. Clients included public interest groups (AARP), trade associations (American Bankers Association, National Soft Drink Association, Biotechnology Industry Organization, American Hospital Association), and businesses (Fox Broadcasting, Glaxo-Wellcome, Monsanto-Searle, Dow Chemical, Ogden Corp., Bank of America). Was responsible for representing the interests of the firm's clients before the Congress, the Executive Agencies and the White House.

Committee on Energy and Commerce, U.S. House of Representatives, Washington, D.C.

Staff Director (1989 - 1992)

Was responsible for the processing and passage of all legislation moving through the Commerce Committee. Played a key role in facilitating resolution of policy issues between members of Congress and their staff. Coordinated activities between the subcommittees, with other full committees in the House and the Senate, and with the House and Senate leadership. Advised the Chairman, Subcommittee Chairmen and Members of the Committee on legislative procedure and was responsible for technical quality control oversight for approximately 175 public laws past during my tenure. Laws affected diverse areas such as public health, environment, energy, securities, telecommunications, railroads, tourism, consumer protection and trade.

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Committee on Energy and Commerce, U.S. House of Representatives, Washington, D.C.
Professional Staff Member (1981-1989)

Was responsible for most of the environmental legislation under the Committee's jurisdiction, activities related to the federal budget under the Committee's jurisdiction and selected health statutes. Was responsible for reauthorization of the Resource Conservation and Recovery Act (RCRA), Superfund, Safe Drinking Water Act, Toxic Substances Control Act (TSCA) and other matters related to the Environmental Protection Agency. Was responsible for negotiations with other committees, jurisdiction and passage of user fees in relation to the federal budget. Was responsible for negotiations with other committees and jurisdiction in relation to Medicaid and Medicare.

Committee on Energy and Commerce, U.S. House of Representatives, Washington, D.C.
American Association for the Advancement of Science (AAAS), Congressional Fellow (1980-1981)

Served as a fellow on the Committee staff. Worked primarily on issues related to the federal budget.

Duke University, Durham, North Carolina

National Needs Postdoctoral Fellow (1978-1979) and Postdoctoral Fellow (1979-1980)

Spent two years studying the relationship between photosynthesis and plant growth at the Duke University phytotron.

Scott Foresman and Company

Assistant Editor, Science Department (1971-1972)

Assisted in writing 5th and 6th grade science textbooks.

EDUCATION

1978 The University of Chicago, Department of Biology,
Ph.D., Plant Ecology and Plant Physiology.

1977 The University of Chicago, Department of Biology,
Master of Science, Animal and Plant Ecology.

1970 Oberlin College,
Bachelor of Arts, Geology.

1966 Mount Hermon School for Boys,
High School Diploma.

MEDIATION AND FACILITATION EXPERIENCE

Over eleven years experience on Capitol Hill working with diverse parties and crafting compromises. During last three years of tenure on Capitol Hill as staff director of a major congressional committee, the committee passed approximately 175 public laws. A significant part of the job was facilitating resolution of disputes other staff could not resolve on their own. If the staff were unsuccessful in finding compromise, the disputes went to the Congressmen, who frequently asked the staff director to help resolve the dispute directly with the outside interest groups. Six years experience working with the corporate community forming consensus positions on legislation.

PUBLICATIONS

Ph.D. Thesis - Seven scientific publications on the relationship between photosynthesis and plant growth

JOHN R. EHLMANN, Ph.D.

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P.O. Box 1829
Dillon, CO 80435
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SUMMARY OF PROFESSIONAL EXPERIENCE

Meridian Institute, Dillon, Colorado

Senior Partner and Co-Founder (September, 1997 - present)

Founding partner of non-profit organization providing the services of third party neutrals in a variety of problem-solving contexts including multi-party dialogues, partnerships and internal organizational planning. Serve as senior facilitator and mediator in regional, national and international multi-stakeholder processes addressing a wide range of issues associated with environment, natural resources and sustainable development. Also provide facilitation for internal organizational processes including strategic planning, organizational development, formation of advisory committees and processes designed to further collaborative decision-making and sustainable development.

The Keystone Center, Keystone, Colorado

Executive Vice-President (1983 - September, 1997)

Was responsible for overall organizational management, program development, planning, implementation and evaluation for The Keystone Center. Served as senior mediator in local, national and international disputes over environmental quality issues including Superfund, mining, hazardous waste management, clean air and clean water related issues. In addition, served as senior mediator on cases involving land use and natural resource management, energy, public health, agriculture and nutrition, biotechnology/genetic resources, and science and technology issues.

University of Michigan, School of Natural Resources, Ann Arbor, Michigan

Associate Director, Environmental Conflict Project (1981 - 1983)

Conducted research on environmental conflict management strategies; developed and taught graduate seminars on environmental conflict, environmental decision-making, and conflict management; facilitated various types of meetings and dialogues; created and maintained computerized information base; and executed administrative responsibilities.

University of Michigan, School of Natural Resources, Ann Arbor, Michigan

Research Associate, Professor Larue Hosmer, School of Business Administration (1981)

Responsible for researching and writing case studies dealing with issues of corporate social responsibility and societal conflict. One study was published in a casebook on ethical theory and business.

University of Michigan, School of Natural Resources, Ann Arbor, Michigan
Graduate Teaching Assistant (1980 - 1981)

Taught "Ecological Issues" and "Resource Management" courses dealing with global resource problems, population dynamics, pollution control, forest and wildlife management.

U.S. General Accounting Office, Washington, D.C.
Management Analyst, Science and Technology Group (1980)

Worked in an interdisciplinary team that studied how research and development decisions are made within the Federal budget process.

Amherst H. Wilder Foundation, St. Paul, Minnesota
Resource Planner (1978 - 1979)

Member of a planning team that designed an outdoor study center for use by people with special needs. Responsible for site layout, program planning, and facilitation of meetings involving various user and community groups.

EDUCATION

- | | |
|------|--|
| 1997 | University of Michigan, School of Natural Resources,
Ph.D. in Natural Resource Policy and Environmental Dispute Resolution. |
| 1981 | University of Michigan, School of Natural Resources,
Master of Science, Natural Resource Policy. |
| 1974 | Macalester College, St. Paul, Minnesota,
Bachelor of Arts, Geography and History. |

SELECTED MEDIATION AND FACILITATION EXPERIENCE

President's Council on Sustainable Development - Serves as facilitator for The President's Council on Sustainable Development. The members of the Council include five Cabinet Secretaries, Corporate CEO's, and leaders of environmental labor and public interest organizations. Responsibilities include facilitation of Council meetings, and serving as a member of the Strategic Planning Team for Council. (1993-present)

Tolerance Reassessment Advisory Committee - Serves as Project Director and senior facilitator of EPA/USDA Federal Advisory Committee convened to address issues associated with the tolerance reassessment process for pesticides. Committee consists of 52 members from a wide range of interests including industry, farm worker representatives, environmental and consumer groups, state agencies and academics. (May, 1998 - present)

White House Initiative on Recycling - Senior facilitator on project director to assist in the design and facilitation of a series of conferences on domestic recycling sponsored by the Council on Environmental Quality. (1997-present)

National Low Emission Vehicle (NLEV) - Serve as Senior Mediator of negotiations addressing the development of agreements leading to the introduction of Low Emissions Vehicles throughout the United States. (1994 - present)

US/Canadian Pacific Salmon - Served as process advisor to William Ruckelshaus, Special Envoy to the President. Responsibilities included advising Mr. Ruckelshaus and the joint US/Canadian assessment team on options for restarting negotiations between the US and Canadian on fishery regimes for the management of Pacific Salmon (1997-1998)

Common Sense Initiative Council - Co-facilitator for quarterly Council meetings. Responsibilities have included coordination of issues between six Sector Subcommittees and the Council to address critical recommendations to Administrator Browner of EPA; facilitation of six sector facilitator teams; development of meeting agendas and Council presentations; facilitation of two day Council meetings; facilitation of Automobile Sector meetings; and various follow up activities. (1996 - present)

U.S. EPA Office of Air and Radiation Policy Development - Facilitator providing ongoing assistance to OAR in the implementation of the 1990 Clean Air Act. Activities have included development of a series of workshops for training OAR staff on the use of consensus-building processes during the development of air policy and regulations. Also responsible for facilitating annual planning meetings involving the leadership of the EPA Air Office and state and local air agencies. (January 1991 - present)

G-7 Environmental Futures Forum - Project Director and senior facilitator for this first meeting of representatives of G-7 countries, environmental ministries discussing potential critical issues of the 21st century. Assisted with agenda development, materials preparation, and participant briefings. Provided strategic and process advice to the Deputy Administrator of EPA in the planning and execution of the session. (1997)

Food Safety Advisory Committee - Project Director and lead facilitator for a chartered Federal Advisory Committee that addressed implementation of the Food Quality Protection Act (FQPA). The Committee was co-chaired by the Deputy Administrator of EPA and the Assistant Administrator of the Office of Prevention, Pesticides and Toxic Substances and involved CEO-level participants from the range of interests concerned with food safety. (1996)

Food Safety Policy Dialogue - Served as Project Director of a 45-person dialogue designed to address food safety risk assessment and management, export of pesticide products and import of residue tainted food commodities, and how the U.S. farm community is responding to food safety issues. The final dialogue report has had a significant impact on the development of Administration policy and legislative initiatives. (1990 - October 1993)

U.S. EPA Office of Pesticides and Toxic Substances Workshops on Pesticides and Groundwater

- Member of project team to design and facilitate national workshops involving agricultural pesticide companies, state regulatory agencies, farmers and crop organizations, citizen and environmental organizations, researchers and others to discuss issues OPTS regarded as part of its strategic direction. (1988, 1990)

Enterprise for the Environment

- Serve as co-project director and senior lead facilitator for multi-stakeholder process chaired by William Ruckelshaus. The goal of the effort is to develop a consensus on recommendations to improve the environmental management system so that continued environmental improvement can take place in the most efficient manner possible. Participants include the EPA, senior leadership of environmental groups, industry, state government and the Congress. (1996 - 1998)

FDA Prescription Medication Information Plan Development

- Project Director and Senior facilitator of Congressionally mandated multi-stakeholder committee tasked with developing a voluntary plan to increase the amount of information disseminated to consumers regarding prescription medications. Consensus plan was formulated in three months and was submitted to and accepted by the Secretary of Health and Human Services. (1996 - 1997)

U.S. EPA Project XL Stakeholder Participation

- Assisted EPA in managing stakeholder activities for this innovative regulatory strategies project in Industrial Excellence and Leadership. Project assistance included conducting negotiation training and facility assistance at Project XL sites, and convening and facilitating national stakeholder roundtables on the design and delivery of the program. (1996 - 1997)

National Commission on Superfund

- Served as Project Director of The National Commission on Superfund, a CEO level commission which addressed the reauthorization of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), otherwise known as Superfund. Members of the Commission include representatives of environmental and citizen groups, industry, states, tribes, the insurance and banking industries, municipalities, local governments and labor. The Commission is a joint project of The Keystone Center and The Environmental Law Center of the Vermont Law School. The Commission reached agreement on a comprehensive set of recommendations, which are having a significant impact on the Superfund reauthorization process. (1992 - 1994)

National Ecosystem Forum

- Served as co-project director of National meeting held to discuss ecosystem management issues. Responsibilities include convening assessment, fund raising and meeting facilitation. The results of the meeting were viewed by the Administration in the formulation of ecosystem management policy. (1993)

Airlie House Ecosystem Meeting

- Co-project director for White House-initiated meeting following up on the draft Reinventing Government effort to assess the potential role of ecosystem management in natural resource management activities. The meeting involved approximately 60 policy and field level staff from federal agencies, companies, citizen and environmental organizations, tribes, Congressional staff, and researchers. (1992)

Agency for Toxic Substance Disease Registry - Lead Facilitator for a series of four workshops held in various American cities to explain the responsibilities of this federal agency which works at Superfund sites. The workshops involved representatives of communities, local government officials and agency personnel. (March 1991 - 1993)

EPA Superfund Municipal Initiative - At the request of EPA, co-facilitated a workshop to provide input for the EPA initiative to develop national guidelines for allocating Superfund clean-up costs related to municipal solid waste. (Fall 1991)

Superfund Implementation Policy Dialogue - Served as lead convenor and facilitator of a multi-party dialogue on Superfund implementation issues such as lender liability, community involvement, and state-federal relations. The dialogue involves over 50 representatives of the diverse interests affected by the Superfund program. (1989 - 1990)

International Dialogue on Micronutrient Malnutrition - Project Director of a team of facilitators developing a mechanism to address the issue of micronutrient malnutrition, primarily through models of improved food delivery systems for iodine, vitamin A, and iron. The project proposes the establishment of the Micronutrient Malnutrition Action Forum to accomplish this purpose, as well as to initiate a process by which both the public and private sector can collaborate on the development and transfer of appropriate models to other countries and regions. (1995 - present)

EPA Mine Waste Policy Dialogue - Project Director and lead facilitator for national policy dialogue chartered under the Federal Advisory Committee Act (FACA) to negotiate the development of a national mine waste policy. The policy dialogue group was made up of representatives of national and local environmental groups, local governments, the mining industry, state regulatory agencies, and federal agencies. Issues being addressed include appropriate technical standards, state-federal relationships and public involvement requirements. The dialogue group also conducted site visits in several Western states, including Colorado. (1991 - 1993)

Jefferson County Open Space Ad Hoc Committee - Responsible for design and facilitation of a 17-member citizens committee which produced consensus report for the Jefferson County, Colorado Open Space Program. (1986 - 1987)

Jefferson County Aggregate Mining Policy Roundtable - Co-facilitator of a County level Roundtable designed to develop siting policies for aggregate mining operations. The Roundtable membership included local officials, environmental representatives and the mining industry. (1986 - 1987)

Colorado Toxics Forum - Project Director of an effort developed by EPA Region 8 and the Colorado Department of Health to initiate a forum for discussion of toxics and hazardous waste issues in the state of Colorado. (1988)

Strategic Planning for OAR and States - Facilitates an annual meeting of senior OAR staff and the executive leadership of air quality programs of states to discuss various aspects of the Clean Air Act Amendments of 1990 development and implementation. (1989 - present)

AIM Coatings Regulatory Negotiation - Lead facilitator for a formal regulatory negotiation convened by EPA's Office of Air Quality, Planning and Standards to negotiate a federal regulation governing the emission of volatile organic compounds from architectural and industrial maintenance coatings. (October 1991 - 1994)

Corporate Giving Programs and Private Foundations Meeting - Project Director and lead facilitator for this two-day meeting between representatives of several large corporations giving programs, private foundations and national environmental organizations. Participants discussed funding issues, opportunities and strategies regarding future support for environmental programs and entities. (1991 - 1992)

Keystone Environmental Leadership Forum - This project is designed to provide an opportunity for key decision-makers from each of the major sectors to discuss crosscutting environmental policy issues. Topics being addressed include the use and content of voluntary codes of conduct, rules of the game for the interaction of interest groups in policy development, and risk assessment approaches. The products of the group's deliberations will be forwarded to key decision-makers in all sectors. (1991 - present)

North American Consultation For The World Biodiversity Conservation Strategy - Served as a facilitator for the North American Consultation for the World Biodiversity Conservation Strategy which is a joint effort by the World Resources Institute (WRI), the United Nations Environment Program (UNEP) and the International Union for the Conservation of Nature (IUCN). The North American Consultation, conducted July 14-17, 1991, was one of seven consultations around the world. It brought together 100 participants from Canada, the U.S. and Mexico to review and comment on the draft strategy document and to formulate recommendations for steps to be taken specifically in North America to further the conservation and sustainable use of biodiversity on the continent. (July 1991)

International Dialogue on Plant Genetic Resources - Co-director of a 45-person international dialogue that included representatives of over 25 countries. The dialogue focused on issues related to control, distribution, access, and compensation for plant genetic resources throughout the world. Three consensus reports were published and had a significant impact on how PGR issues were addressed at the UNEP meeting in Rio in 1992. (1990 - 1992)

National Environmental Decision-making Forum - As part of a team of facilitators, convened and facilitated a one time meeting of environmentalists, business, citizens, congressional staff, foundations and industry to examine the status of national environmental decision-making. (1990 - 1991)

Defense and the Environment Initiative - Serve as lead convener and facilitator of a 50-person meeting that is intended help DoD design and implement its Defense and the Environment Initiative. (October 1989 - 1990)

National Policy Dialogue on Biological Diversity on Federal Lands - Served as convener and facilitator of a 63-person dialogue designed to develop consensus recommendations on issues

related to the conservation of biological diversity on federal lands, including interagency coordination and the drafting of a proposed Presidential Executive Order. The group concluded its deliberations in April 1990. A report summarizing its recommendations is being finalized for publication. (1988 - 1991)

Lower Deschutes River Management Plan Negotiation - Served as lead mediator in a multi-party negotiation over a management planning process for the Lower Deschutes River in Oregon. Parties included river users, local, state, tribal and federal government agencies, and environmental and citizen organizations. Negotiations resulted in the signing of a Memorandum of Understanding by 17 signatories. A cooperative planning process is now proceeding as a result of negotiations. (1988 - 1989)

European Hazardous Waste Study Dialogue - Co-direct a study tour and dialogue involving twenty-five key U.S. Congressional staff, and individuals from EPA, state regulatory agencies, citizen and environmental organizations, and researchers. The group visited innovative waste treatment technology sites in Switzerland, Germany, and Denmark and met with government, company and environmental representatives in each country to discuss the treatment approaches as well as public involvement strategies. (1989)

National Hazardous Waste Management Strategies Dialogue - Served as lead convener and facilitator of a multi-party policy dialogue on numerous issues associated with reauthorization of the Resource Conservation and Recovery Act, currently including pollution prevention, accelerated corrective action, import and export of internationally generated hazardous wastes, and Subtitle D industrial waste. (1987 - 1991)

National Policy Dialogue on Public Access to Federal Lands - As part of a team of Keystone Center staff, served as facilitator of a 37-person policy dialogue, including the Forest Service and Bureau of Land Management, focused on policies and regulations to increase public access to federal lands, minimize the impacts of such access, and increase private sector involvement in decisions about public access to federal lands. The dialogue resulted in a consensus final report that was released in March 1988. (1987 - 1989)

U.S. EPA Strategic Plan for Near Coastal Waters - Served as lead facilitator of one national and three regional dialogues each involving approximately 50 individuals from federal and state agencies, Congressional staff, citizen and environmental organizations, and corporations. The issues addressed involved land use planning, non-point source pollution, and coastal zone management. The process resulted in modifications to the EPA's final strategic plan. (1986)

Oceans and Hazardous Waste Dialogue - Served as lead convener and mediator for a policy dialogue to determine what role, if any, the oceans can play in hazardous waste management. The dialogue involved 30 U.S. and 5 international participants. Consensus report was utilized by EPA and other federal agencies in development of regulatory policies. (1985 - 1987)

PUBLICATIONS

Ehrmann, John R. 1997. The Policy Dialogue: A Descriptive Model of a New Approach to Formulating Environmental Policy. Doctoral Dissertation. The University of Michigan.

Ehrmann, John R. and Lesnick, Michael T., 1988, "The Policy Dialogue: Applying Mediation to the Policy Making Process", Mediation Quarterly No. 20 Summer.

Lesnick, Michael T. and Ehrmann, John R., 1987, "Selected Strategies for Managing Multi-Party Disputes: Mediation Quarterly No. 16 Summer.

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DuPraw, Marcelle E., Patricia A. Bidol, James E. Crowfoot, John R. Ehrmann, and Michael T. Lesnick. 1984. Groundwater Contamination in Michigan -- Issue Analysis and Opportunities for Consensus-Building, July 1: Report to the C.S. Mott Foundation. Environmental Conflict Project, The University of Michigan, School of Natural Resources.

Ehrmann, John R. and Bidol, Patricia A. 1982. A Bibliography on Natural Resource and Environmental Conflict: Management Strategies and Processes. Chicago, Illinois: Council of Planning Librarians.

Ehrmann, John R. 1981. The Response of the Forest Products Industry to the Environmental Movement. Master's Thesis, School of Natural Resources, The University of Michigan.

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SUMMARY OF PROFESSIONAL EXPERIENCE

**Meridian Institute, Dillon, CO, Senior Partner and Co-Founder
(October 1, 1997 to present)**

Senior Partner of a not-for profit organization serving as a neutral facilitator to help people solve problems arising from the integration of environment, health, economic, and social issues. This includes facilitation within organizations as well as dialogue between diverse parties at the local, national, and international levels.

**The Keystone Center, Keystone, CO
Senior Vice President,
Science and Public Policy Program (1986-1997)**

Responsible for overall management of \$3.7 million, 28 person Program with offices in Keystone, Colorado and Washington, D.C. The not-for-profit Program designed and facilitated national and international policy dialogues to identify and solve conflicts associated with the environment, economy, science and technology. The Program was involved with over forty dialogues each year involving over seven hundred participants throughout the world from citizen and environmental organizations, companies, labor unions, government, and research organizations. Also served as a senior mediator in local, national, and international disputes over natural resources, environmental quality, health, agriculture, energy, and biotechnology issues.

**University of Michigan, Ann Arbor, Michigan
Associate Director,
Environmental Conflict Project, School of Natural Resources (1984-1986)**

Interdisciplinary institute devoted to research, teaching, and the practice of dispute resolution. Special emphasis in research and teaching on the implications of alternative dispute resolution on low power parties. Developed and taught graduate seminars on Natural Resource Conflict Management Theory; Environmental Conflict Management and an interdisciplinary seminar on conflict management associated with water and toxics involving graduate students from the Schools of Law, Public Health and Natural Resources. Mediated disputes, conducted research evaluating dispute resolution processes and consulted to government agencies on institutionalizing conflict management. Participated in consulting and research projects on the use of dispute resolution in

waste management, forest planning, energy policy, water resources and air quality conflicts, and employee involvement in industrial energy conservation in the U.S. and Japan.

Resource Consultants International, Inc., Ann Arbor, Michigan
Resource and Development Research Associate,
Resource and Development (1980)

Assisted principals in forming international consulting firm. Developed grant proposals and conducted research for IUCN sponsored project on global devastated landscapes.

University of Michigan, Ann Arbor, Michigan
Research Associate and Graduate Teaching Assistant Positions
School of Natural Resources (1978-1980)

Member of a research team studying the social and economic impacts of large scale water development projects for Institute of Water Resources, U.S. Army Corps of Engineers. Assisted in developing and teaching graduate-level courses on organization theory; planned social change; environmental conflict management; integrated impact assessment; and management of interdisciplinary teams.

Director, Temporary Shelter Program, Council of Churches of Greater Bridgeport,
Bridgeport, Connecticut (1975-1978)

Directed a regional agency for conflict intervention, temporary placement, and referral for abused young people. Intervention in court, police, school, and at-home settings. Placement in temporary foster homes and agency-run institutional setting.

EDUCATION

- | | |
|------|---|
| 1986 | University of Michigan, School of Natural Resources, Post Doctoral Fellow
in Environmental Dispute Resolution. |
| 1985 | University of Michigan, School of Natural Resources
Ph.D., Natural Resource Policy and Environmental Dispute Resolution. |
| 1981 | University of Michigan, School of Natural Resources
Master of Science, Natural Resource Policy. |
| 1974 | Fairfield University, Fairfield, Connecticut
Bachelor of Arts, Political Science. Minor: Sociology |

HONORS/COMMITTEES

- | | |
|---------|---------------------------------------|
| 1989-90 | Who's Who in the West, 22nd Edition |
| 1990 | Personalities of America, 5th Edition |

- 1990 Dictionary of International Biography, 21st Edition
- 1990 Advisory Committee, IUCN/WRJ/UNEP World Biodiversity Strategy
- 1991 The International Directory of Distinguished Leadership, 3rd Edition
- 1984 Horace H. Rackham Dissertation Grant, University of Michigan
- 1983 Ayers Brisner Award, School of Natural Resources, University of Michigan
- 1979-85 General University Scholarship, University of Michigan
- 1975 Regional Resource Allocation Advisory Committee, United Way of Fairfield County, Connecticut
- 1971-74 Dean's List Student, Fairfield University of Michigan
- 1971-74 Mayor's Advisory Committee on Race, Youth and Drugs, Bridgeport, Connecticut

PROFESSIONAL DEVELOPMENT

- 1996-present Visiting Fellow, Vanderbilt Institute for Public Policy Studies.
- 1985 Certified Consultants International, certified in external organizational development.
- 1980-82 NTL Institute for Applied Behavior Science, completed two-year Graduate Student Professional Development Program in group facilitation, leadership ability, communication skills; organizational development, and conflict management.
- 1972 Yale University, completed two-week intensive training in group process, leadership, and community action skills.

SELECTED DOMESTIC EXPERIENCE

White House Task Force on Federal Electronic Asset Management- Project director and senior facilitator for inter-agency task force convened by the President's Council on Environmental Quality to develop recommendations on economically and environmentally sound policies and procedures to purchase and dispose of agency electronic assets including computers, printers, cell phones, weapons parts, and high technology applications. (1998-present).

FAA/EPA Stakeholder Meetings on Nox Emissions- Senior facilitator for process involving airlines, engine manufacturers, state and federal environmental regulators, citizen and environmental organizations, the Federal Aviation Administration, and others to explore the development of voluntary NOx reduction opportunities below 3,000 feet altitude in the United States. (1998-present)

White House Initiative on Recycling- Senior facilitator to assist in the design and facilitation of a series of conferences on domestic recycling sponsored by the Council on Environmental Quality. (1997-present)

Vinyl Institute National Advisory Council- Project director to convene and facilitate a council of diverse stakeholders addressing racial justice, environmental, public health, and consumer issues as well as the issue the role of the industry in sustainability. (1998)

Oak Ridge Nuclear Reservation Public Meeting on Reindustrialization- Design and facilitate public meetings sponsored by the site specific advisory board regarding current and future plans for private sector reindustrialization and clean-up of selected buildings at the site. (1998)

National Policy Dialogue on the Implementation of Habitat Conservation Plans- Senior facilitator for a national dialogue examining strategies to effectively integrate local economic and ecological information in the HCP process of the Endangered Species Act. (1997-present).

OSHA National Stakeholder Meetings on Ergonomics - Project director for a series of national stakeholder meetings on a potential OSHA ergonomics rule. (1997-present)

Assembled Chemical Weapons Demilitarization Dialogue – Senior facilitator for a national stakeholder process on strategies to destroy U.S. military stockpiles at the nation's six assembled chemical weapon sites. This process involved: the program manager and leadership of the Congressionally- mandated effort, including DOD procurement officers and attorneys and technical staff; federal, state and tribal regulatory authorities; local and national citizen organizations; technical consultants; and others to develop consensus criteria to evaluate, monitor and implement technologies to destroy the weapons. (1996-1997)

National Policy Dialogue on Munitions Management - Project director for a national dialogue on military munitions management involving senior officials from the Office of the Secretary of Defense, military services, state and federal regulatory agencies, national and local citizen organizations and tribes to discuss policies regarding the management, storage, transportation, and clean-up of munitions across the United States and Territories. (1996-1997).

Food Safety Advisory Committee - Part of a team of facilitators for a chartered Federal Advisory Committee that addressed implementation of the Food Quality Protection Act (FQPA). The Committee was co-chaired by the Deputy Administrator of EPA and the Assistant Administrator of the Office of Prevention, Pesticides and Toxic Substances and involved CEO-level participants from the range of interests concerned with food safety. (1996)

National Policy Dialogue on Trends in Agriculture - Member of multi-year project team to identify key influences, opportunities, and challenges with increasing industrialization and concentration in American agriculture. (1996-1997)

National Policy Dialogue on the Establishment of Studies to Optimize the Medical Management of HIV Infection - Member of project team for intense four month effort initiated by Office of the Vice President to develop a public-private sector collaborative effort on studies for new HIV treatment approaches. Thirty-five participants from pharmaceutical companies, public and private payers, AIDS activist groups, federal agencies, physicians and researchers developed consensus recommendations presented to the Vice President. (1996)

U.S. Department of Energy Environmental Work-Out Session and Ten Year Plan Associated Meetings for Oak Ridge Operations - Project Director for a series of meetings involving the Assistant Secretary of Energy for Environmental Management, his designees, site

managers, state and federal regulators, and stakeholders regarding clean-up of the Oak Ridge Nuclear Reservation and Operations. (1996-1997)

EPA/ASTWMO Industrial Non-Hazardous Waste Meetings - Co-director, multi-year series of focus group meetings regarding the development of voluntary facility standards for land-based disposal of industrial non-hazardous waste which are environmentally sound and protective of public health. (1995-1997)

U.S. Department of Labor, Occupational Safety and Health Administration, Stakeholder Meetings - Project Director and facilitator for a series of meetings with states, companies, labor unions, trade associations and others concerning an OSHA-proposed rule modifying national injury and illness recordkeeping requirements, a national program to enhance statistical monitoring and analysis, and a proposed program standard requiring safety and health programs in the work-place. (1995-1997)

Incentives for Private Landowners to Protect Endangered Species - Project director of a national policy dialogue on incentives for private landowners to protect endangered species. This intensive 4-month effort included over 30 individuals from: environmental, mining, ranching, and agricultural organizations; non-industrial private landowner groups, forest product companies; real estate interests; Congressional staff; federal and state agencies; and others. Participants developed a range of recommended incentives for private landowners to conserve threatened and endangered species, many of which have been incorporated into proposed national legislation and administrative policy by the relevant agencies. (1995)

Reinventing OSHA Conference - Project Director for a 100 person conference to discuss key issues facing OSHA. Participants included individuals from organized labor, companies, trade associations, states and others concerned with occupational safety and health. (1994)

Keystone National Dialogue on Risk - Project director to convene a national dialogue on risk issues associated with human health and environment. Steering meeting included high-level administration officials from OMB, EPA, DOD, DOE, FDA, OSHA as well as senior representatives from industry, citizen and environmental organizations, research organizations, the Congress and state and local government. (1994)

Hanford Nuclear Reservation - Senior facilitator to assist in formation and initial meetings of the site specific advisory board on site clean-up. (1993).

Nuclear Regulatory Commission (NRC)/EPA Regional Workshops on Decommissioning Criteria - Project Director of a team of facilitators for a series of seven public workshops to provide the NRC with input on potential national criteria for decommissioning nuclear facilities. Workshops will provide the nuclear industry, U.S. EPA and other Federal agencies, citizen/environmental organizations, state and local governments, and health officials with the opportunity to discuss and comment on various risk and technology-based criteria, as well as other relevant issues, in a roundtable format. (1992 - 1994)

Airlie House Ecosystem Meeting - Project director for White House-initiated meeting following up on the draft Reinventing Government effort to assess the potential role of ecosystem management in natural resource management activities. The meeting involved approximately 60 policy and field level staff from federal agencies, companies, citizen and environmental organizations, tribes, Congressional staff, and researchers. (1992)

Policy Dialogue on Access to Therapeutic Drugs for Life Threatening Diseases - Member of a team of facilitators for a policy dialogue involving approximately 45 individuals from pharmaceutical companies, AIDS activist groups, the insurance industry, research institutions, the FDA and other government agencies. The dialogue group developed recommendations for providing earlier and broader access to new therapeutic drugs for life threatening diseases. (August 1991-June 1992)

U.S. EPA Office of Pesticides and Toxic Substances Workshops on Pesticides and Groundwater - Member of project team to design and facilitate national workshops involving agricultural pesticide companies, state regulatory agencies, farmers and crop organizations, citizen and environmental organizations, researchers and others to discuss issues OPTS regarded as part of its strategic direction. (1988, 1990).

Food Safety Policy Dialogue - As a part of a team of Keystone Center facilitators, serves as a facilitator for a 45-person dialogue to address food safety risk assessment and management; the export of pesticide products and import of residue tainted food commodities; and how the U.S. farm community is responding to food safety issues. (1990-1993)

National Policy Dialogue on Biological Diversity on Federal Lands - Served as convener and facilitator of a 63-person dialogue to develop consensus recommendations on issues related to the conservation of biological diversity on federal lands, including interagency coordination. (1988-1991)

National Environmental Decisionmaking Forum - As part of a team of facilitators, convened and facilitated a one time meeting of environmentalists, business, citizens, congressional staff, foundations and industry to examine the status of national environmental decision making. (1990)

Work-Related Illness and Injury Record-Keeping National Policy Dialogue - Project director of a two year negotiation addressing revisions to the Bureau of Labor Statistics Guidelines for injury and illness record-keeping. Participants included individuals from labor unions, companies, Department of Labor, Congressional staff, and the medical profession. The consensus report outlined specific recommendations for revisions to the Guidelines and future research and action regarding occupational illness. (1987-1990)

Defense and the Environment Initiative - As part of a team of Keystone Center facilitators, served as convener and facilitator of a 100-person meeting to help DOD design and implement its Defense and the Environment Initiative. (10/89)

Department of the Navy Hazardous Waste Dialogue - Project director for a team of facilitators for a 25-person national policy dialogue on hazardous waste management at federal defense facilities. Involved environmental groups, EPA, state agencies, Congressional staff and representatives from all of the Services. (1988-1991)

National Hazardous Waste Management Strategies Dialogue - Served as part of a project team to facilitate a national policy dialogue on issues associated with reauthorization of the Resource Conservation and Recovery Act, including pollution prevention, accelerated corrective action, import and export of internationally generated hazardous wastes, and Subtitle D industrial waste. (1986-1991)

Mediated Negotiation on the Grand Mesa, Uncompahgre, Gunnison National Forest Land Management Plan - Co-mediated negotiations to develop consensus recommendations for a mandated Forest Plan Amendment. The negotiation involved 24 parties (9 core negotiators) and resulted in a signed settlement document outlining consensus recommendations for approximately half the issues, (including allowable sale quantity, road management, and water quality) while describing parties' respective positions on the remaining issues. (1988)

National Policy Dialogue on Public Access to Federal Lands - As part of a team of Keystone Center staff, served as facilitator for a policy dialogue involving 37 participants, including the Forest Service and Bureau of Land Management, focused on policies and regulations to increase public access to federal lands, minimize the impacts of such access, and increase private sector involvement in decisions about public access to federal lands. The dialogue resulted in a consensus final report that was released in March 1988. (1987-1989)

State of Louisiana Task Force on Gypsum - Lead facilitator of state-established, multi-party task force convened by the Department of Environmental Quality. The task force was convened to develop recommendations regarding the clean-up, disposal and re-use of gypsum stocks along the Mississippi River. Task force members included individuals from local environmental and citizen organizations, phosphate companies, federal, state and local regulatory agencies, minority organizations, academia and elected officials. (1986-1987)

SELECTED GLOBAL/INTERNATIONAL EXPERIENCE

International Food Policy Research Institute - Design and facilitate strategic planning retreat for senior staff of this World Bank, Consultative Group on International Agricultural Research, organization. (1998).

International Dialogue on Indigenous People and the Human Genome Diversity Project - Project director conducting convening assessment of an international dialogue of NGOs, representatives from Indigenous People's Organizations, the scientific community, companies, U.N. agencies, and national governments to discuss the implications of and explore potential mutually agreed upon shared benefits and utilization of information collected as part of the human genome diversity project. The project intends to collect blood and DNA samples from the world's indigenous populations for characterization. (1997-present).

Russian Public Hearings on Chemical Weapons Demilitarization - Technical consultant (on public participation processes) and observer to U.S.-funded effort under the Cooperative Threat Reduction Program. Assisted in meeting design and implementation for Kurgan and Shchuch'ye hearings in Siberia. Also, participated in panel presentation on collaboration and public participation at the Kurgan hearings. Meetings organized by Russian Ministry of Defense and Green Cross, Russia. (1997)

G-7 Environmental Futures Forum - Member of a project team facilitating a meeting of G-7 and Russian environmental ministry representatives to identify critical issues likely to impact environment through the year 2025. Assisted with Forum design, facilitated work group sessions, and drafted Forum summary documents. (1997)

Convening Assessment for Joint Transatlantic Dialogue on Environmental Regulation - Project director examining feasibility of collaborative effort between The Keystone Center and the European Partnership for the Environment (Brussels) to co-sponsor a transatlantic meeting of companies, NGOs and Labor Unions to follow-up on environmental issues of mutual concern. (1996-1997)

International Workshop on Sustainable Food Security - Member of project team in the design and facilitation of an international workshop that addressed critical variables and projections of long-term, global food security. The Workshop is aimed at better reconciling the often competing and conflicting views of leading food security economists and ecologists in an effort to improve both food security research and policy making. (1996)

Convening Assessment for European Workshop on Genetic Patenting and Diseases - Member of Keystone team to establish a European Workshop in 1996 for Members of the European Parliament to meet with key disease activist organizations to discuss the issue of genetic patenting. Convening activities included meeting with officials from the European Union, Commission, and Parliament as well as industry and NGO organizations in Brussels and Germany. (1995 - 1996)

International Forestry Roundtables - Project director for two world-wide meetings of senior executives of forest products companies and associations to discuss certification, labeling, and sustainable forest management. Facilitated meetings held in Santiago, Chile and Charleston, South Carolina. (1995-1997)

International Dialogue on Micronutrient Malnutrition: Forum on Food Fortification - Project team member to design and facilitate an international meeting of approximately 100 individuals from U.N. agencies, national ministries, national and multi-national food companies, and NGOs to develop cooperative national strategies between the public and private sectors to reduce micronutrient malnutrition, particularly problems related to iron, iodine, and vitamin A deficiencies. The Forum was held in Ottawa, Canada and was co-sponsored by the Program Against Micronutrient Initiative at Emory University and the Micronutrient Initiative at the International Development Research Centre. (1995)

International Workshop on Participation in Alternative Agriculture - Design and facilitate a three-day workshop sponsored by the World Resources Institute and U.S. AID on the preliminary results of alternative agriculture projects in each region of the world. The workshop involved donors, the project directors, those who might utilize the information, and the international steering committee for the series of projects. (1995)

International Dialogue on Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forestry - Project Director for a U.S. government-hosted international meeting of experts from 24 country delegations, NGOs, corporations, intergovernmental and international organizations as part of the "Montreal Process." (1994)

International Dialogue on Sustainable Forest Management: Research and Information Priorities - Project Director to assist the World Bank-sponsored Center for International Forestry Research convene and plan an international meeting of experts to discuss research and information needs to support the sustainable management of all forests to be held in Indonesia. Preparation responsibilities included coordination with the host government as well as relevant U.N. agencies and other key governments and stakeholders concerned with these issues. (1993 - 1994)

Consultative Group on International Agricultural Research (CGIAR) Directors General Strategic Planning - Project director for a strategic planning retreat of the Directors General of all of the World Bank-sponsored international agricultural research centers for the world's major food crops. (1993)

IBM Global Health and Medical Directors Strategic Planning Retreats - Designed and facilitated two strategic planning retreats for the world-wide and regional health and medical directors and executives of IBM. (1991, 1993)

Convening Assessment for an International Dialogue of Pesticide-Related Hazards in Developing Countries - Project director of a team of Keystone Center facilitators to assess the feasibility of convening an international dialogue on pesticide-related hazards in developing countries. Steering meetings of selected U.N. agency officials, developed and developing government ministry officials, multi-national companies, national and international NGOs, bi-lateral and multi-lateral donors, and others took place at U.N. headquarters in New York and in a subsequent larger session outside London to assess the feasibility of a dialogue. (1992)

NGO/CGIAR Consultation on Intellectual Property Rights and Genetic Resources - Design and facilitate a one-day consultation involving NGOs from developed and developing countries to meet with leaders from the international secretariat and selected directors general from World Bank Consultative Group on International Agricultural Research in preparation for the 1992 "Earth Summit" in Brazil. (1992)

U.S. State Department/Department of Energy Spent Nuclear Fuel Forum - Member of project team to design and facilitate a U.S.-hosted meeting sponsored by the two assistant secretaries on the "proposed urgent relief acceptance of foreign reactor spent nuclear fuel". The meeting involved approximately 75 representatives from foreign embassies, foreign research reactor directors,

governor's offices, U.S. federal and state agencies, National and local citizen and environmental organizations, disarmament groups, and others to discuss the U.S. Draft Environmental Assessment on DOE's proposal to accept a smaller number of spent fuel elements from abroad while preparing a full Environmental Impact Statement on the acceptance of 15,000 spent fuel elements over a 10-15 year period. (1992)

International Dialogue Series on Plant Genetic Resources - Director of a multi-year international dialogue including representatives of over 25 countries drawn from NGO's, U.N. agencies, industry, governments, academia and research institutions. The dialogue focused on issues related to conservation and utilization of plant genetic resources and biodiversity throughout the world, including intellectual property rights and trade, institutional relationships, research priorities, and funding requirements. Three consensus reports have been published. The final consensus report was issued in August 1991. (1987-1992)

International Conference on Future Food Security and Plant Genetic Resources - Assisted in the design and implementation of a global consultation hosted by the Swedish government in Sastaholm, Sweden for selected governments from developed and developing countries; NGO's corporations and U.N. agencies to clarify key issues that would be under consideration at the final meeting for the Biodiversity Convention. (1990-1993)

Navy Plastics Dialogue - Served as lead convenor and facilitator of a multi-party policy dialogue on the disposal of plastics at sea by U.S. military ships and compliance with Annex V of the MARPOL Treaty. The Dialogue group involved Congressional staff, environmental organizations, and representatives from key organizations within the U.S. Navy involved with military operations, research and development, shipbuilding and design, supply command, and environmental protection. The dialogue reached agreement on over 40 specific recommendations which formed the basis for subsequent congressional funding. (1988-1990)

North American Consultation for the World Biodiversity Conservation Strategy - Lead convenor and facilitator for one of a series of five world-wide, regional consultations. The meeting involved 100 participants from the U.S., Canada, and Mexico representing environmental organizations, government agencies, the scientific community, corporations, tribal groups and other diverse interests. The purpose of the Consultation was to review the UNEP, IUCN, WRI Global Biodiversity Strategy, and to develop options and strategies for implementing the strategy in North America. A summary of the Consultation was released in the fall of 1991. (1990-1991)

Policy Dialogue on Implementation of the Convention on the Regulation of Antarctic Mineral Resource Activities - As part of a team of Keystone Center facilitators, served as convenor and facilitator of a 45-person policy dialogue aimed at reaching agreements and the domestic implementation of the Convention on the Regulation of Antarctic Mineral Resource Activities. (1989-1991)

International Coordinating Committee, World Biodiversity Strategy - Member of a committee that assisted the United Nations Environment Programme (UNEP), International Union for the Conservation of Nature and Natural Resources (IUCN), and the World Resources Institute (WRI).

Provided advice regarding potential consultative processes that could be used during the development and implementation phases of the Strategy. Meetings were conducted in Caracas, Venezuela; Perth, Australia; and Washington, D.C. (1990-1992)

European Hazardous Waste Study Dialogue- Co-direct a study tour and dialogue involving twenty-five U.S. Congressional staff, and individuals from EPA, state regulatory agencies, citizen and environmental organizations, and researchers. The group visited innovative waste treatment technology sites in Switzerland, Germany, and Denmark and met with government, company and environmental representatives in each country to discuss the treatment approaches as well as public involvement strategies. (1989)

Policy Dialogue on Global Climate Change and U.S. Energy Policy - Lead convener and facilitator of 45-person policy dialogue on the relationship between U.S. energy policy and emerging information regarding potential global climate change from increased greenhouse gases. (1989-1990)

PUBLICATIONS

Ehrmann, John R. and Michael T. Lesnick, 1988, Mediation Quarterly, no. 20 Summer. "The Policy Dialogue: Applying Mediation to the Policy Making Process".

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Lesnick, Michael T., 1986. Government Agencies and Alternative Environmental Conflict Management: The Michigan Oil and Gas Leasing Task Force As a Dispute Resolution Process. Doctoral Dissertation: School of Natural Resource, The University of Michigan.

Lesnick, Michael T. et al., 1984. Analysis of a Survey on Emerging Environmental Issues in the State of Michigan. July 1. Report to the C.S. Mott Foundation. Environmental Conflict Project, The University of Michigan, School of Natural Resources.

DuPraw, Marcelle E., Patricia A. Bidol, James E. Crowfoot, John R. Ehrmann, and Michael T. Lesnick. 1984. Groundwater Contamination in Michigan -- Issue Analysis and Opportunities for Consensus-Building, July 1. Report to the C.S. Mott Foundation. Environmental Conflict Project, The University of Michigan, School of Natural Resources.

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Lesnick, Michael T., 1984. Industrial Energy Conservation - A Case Study in the Food Processing Industry. Report to the United States/Japan Foundation. Institute of Labor and Industrial Relations, University of Michigan.

Bidol, Patricia A., and Michael T. Lesnick, 1983. Environmental Conflict: FOCUS on Great Lakes Water Quality, vol. 9, no. 1. International Joint Commission.

Lesnick, Michael T., and James E. Crowfoot, 1982. A Bibliography for the Study of Natural Resources and Environmental Conflict. Chicago, Illinois: Council of Planning Librarians.

Kutay, Kurt, Fay Edwards, Michael T. Lesnick, et al, 1981. Integrated Impact Assessment: Conclusions of a Seminar. Integrated Impact Assessment, Rossini, Porter, and Wolf (eds.) Westview Press.

Lesnick, Michael T., 1981. Conceptual Model of the Social-Political Context of Reservoir Development. Master's Thesis, School of Natural Resources, The University of Michigan.

Daneke, Gregory, Steven S. Light, and Michael T. Lesnick, 1980. The Social-Political Context of Water Development. Report to the Institute of Water Resources, U.S. Army Corps of Engineers. School of Natural Resources, The University of Michigan.

Kutay, Kurt, Michael T. Lesnick, and Steven S. Light, 1979. A Strategy for Continuing Education in Integrated Development and Impact Assessment. Vade Mecum of the Methods and Strategies of the Integrated Development, United Nations International Conference on the Environment, Arlon, Belgium. Michel Maldague and Michel Deschrevel (eds.).

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SUMMARY OF PROFESSIONAL EXPERIENCE

Meridian Institute, Dillon, Colorado

Senior Partner and Co-Founder (September, 1997 - present)

The Meridian Institute is a newly formed not-for-profit organization that includes five Senior Partners who have a combined total of over 65 years of experience serving as trusted convenors, facilitators, and mediators of multi-party policy dialogues and negotiations aimed at resolving what are often highly contentious and complex environmental and other public policy issues. The Meridian partners plan to continue to provide the highest quality neutral third party services for multi-stakeholder public policy consensus-building and information exchange processes. Meridian will also be exploring additional services that can be characterized as "connecting people to solve problems," including consulting with and assisting parties who are involved in multi-stakeholder processes, without necessarily always serving in the role of convenor, facilitator, or mediator.

The Keystone Center, Keystone, Colorado

Associate Director, Science and Public Policy Program (1987 - 1997)

As Associate Director of the Science and Public Policy Program, shared responsibility for a variety of program issues including personnel management and project staffing decisions, strategic planning, and overall program level quality control. Served as project director and lead convenor, facilitator and mediator of negotiations and policy dialogues aimed at resolving a wide variety of issues described more fully in the project experience outlined below. Project emphasis was on domestic and international natural resource and environmental quality issues.

University of California at Berkeley, School of Natural Resources, Berkeley, California **Research Assistant (1985 - 1987)**

Conducted research on community involvement in natural resource conflicts.

Breckenridge Outdoor Education Center, Breckenridge, Colorado

Executive Director (1980 - 1985)

Directed an organization modeled after "Outward Bound" for people with physical and developmental disabilities. Responsible for overall leadership of the organization, fundraising,

marketing, board relations, budget and fiscal management, community outreach, program quality assurance, and oversight of a staff of twenty two.

**The Colorado Department of Natural Resources and The U.S.D.A. Forest Service
Northern Research Station, throughout Colorado and Fairbanks, Alaska
Botanist (1978 - 1979)**

Conducted research on species proposed for threatened and endangered status and on relationships between fire, permafrost, and plant succession.

**The Athenian School, Danville, California
Science Teacher (1975 - 1978)**

Taught high school science and directed the school's outdoor education and wilderness outings programs.

EDUCATION

- 1990 University of California at Berkeley, School of Natural Resources, Department of Forestry, Master of Wildland Resource Science, Policy Emphasis.
- 1973 Southern Oregon College, Bachelor of Science, Biology

SELECTED MEDIATION AND FACILITATION EXPERIENCE

Air Force Range Stewardship Dialogue - Convenor and Project Director for a 55 person dialogue aimed at developing recommendations for ecosystem based management of the land and airspace of the 3.1 million acre Nellis Air Force Range in Nevada. Participants represent a wide diversity of interests concerned with wise stewardship of the Mojave and Great Basin ecosystems of which Nellis is a part. They are drawn from the Air Force (at the installation, major command and departmental levels), other federal agencies concerned with land and airspace management in the region (Bureau of Land Management, Department of Energy, US Fish and Wildlife Service, Federal Aviation Administration, and the Navy), the State of Nevada, local governments, Tribes, citizen and environmental advocacy groups, recreational and commodity interests, and the scientific community. A final report is expected in April 1998. (February 1997 - present)

National Policy Dialogue on Ecosystem Management - Project Director and lead facilitator for a 50-member dialogue among federal and state land management and regulatory agencies, economic development interests, the environmental community, commodity groups, scientists and others involved in ecosystem management. The purpose of the dialogue was to promote interaction between senior policy makers and local, on-the-ground ecosystem management practitioners, and to develop recommendations in several topic areas, including inter-agency

coordination, incentives for the private sector, and research priorities. The final report was issued in October 1996. (1994 - 1996)

Department of Defense Dialogue on a DoD Biodiversity Strategy - Project Director and lead facilitator for a dialogue with DoD and its branch services, other land management agencies, the environmental and scientific community, and commodity representatives to develop a DoD wide strategy for management and protection of biodiversity on DoD lands. (1993 - 1996)

Germany Conflict Resolution Training - Designer and instructor for a conflict resolution training at the German Foundation for International Development in Leipzig, Germany for 25 park management professionals from Africa and Asia. (1995)

International Meeting on Criteria and Indicators for Conservation and Sustainable Management of Temperate and Boreal Forests - Member of a team of facilitators for a three day meeting among 59 participants from 24 countries representing governments, inter-governmental organizations, NGOs and the private sector to develop agreed upon criteria and indicators for conservation and sustainable management of temperate and boreal forests of non-European countries. This was one of a series of meetings leading up to the 1995 deliberations of the International Commission on Sustainable Development. (1994)

Rocky Mountain Arsenal Wildlife Refuge Vision Workshop - Facilitator for a three day workshop involving the US Fish and Wildlife Service, Fish and Wildlife Foundation and consultants responsible for developing the long range management plan for the Refuge. The purpose of the Workshop was to develop the initial vision upon which subsequent planning steps would be based. (1994)

Coast Guard Environmental Policy Meetings - Project Director and lead facilitator for: 1) a meeting between the top leadership of the Coast Guard and senior representatives of the environmental community to build better relationships and discuss a range of marine environmental issues including emergency response, transportation management, and compliance with international law; 2) a meeting involving the Coast Guard, other agencies with marine protection mandates, environmental groups, and other potentially interested groups to discuss ways in which agencies can work more effectively together to protect the marine environment. (1993 - 1994)

International Maize and Wheat Improvement Center - Facilitator for a series of strategic planning sessions among senior managers, middle managers, and the leadership of the Maize Program at the Mexico City Headquarters of the Center. (1992 - 1994)

International Meeting on Funding Mechanisms for Rainforest Conservation - Lead facilitator for a two-day meeting convened by the Society of Tropical Foresters, USAID, and the US Forest Service to develop recommendations to improve bi- and multi-lateral donor

collaboration for tropical rainforest conservation. Attended by approximately 75 individuals representing diverse interest sectors from around the world. (1993)

Dillon Lake Water Quality Symposium - Facilitator for a two-day symposium to review and update water quality monitoring objectives and methodologies for Dillon Lake, CO. (1993)

Office of Surface Mining Planning Workshop - Facilitator for a three-day workshop to help senior OSM managers develop action steps to implement OSM's strategic plan. (1993)

U.S. EPA Lead Policy Stakeholder Meetings - Project director and lead facilitator for meetings with stakeholders and technical experts to assist EPA's effort to develop an urban lead policy and to develop regulations implementing the Residential Lead Based Paint Hazard Reduction Act. Meetings had between 25 and 40 participants and included representatives of local, state and federal regulatory agencies, environmental advocacy groups, the public health community, housing groups and the lead industry. (1992 - 1993)

Nuclear Regulatory Commission (NRC) Regional Workshops on Decommissioning Criteria - Member of a team of facilitators for a series of seven public workshops to provide the NRC with input on potential national criteria for decommissioning nuclear facilities. Workshops provided the nuclear industry, U.S. EPA and other Federal agencies, citizen/environmental organizations, state and local governments, and health officials with the opportunity to discuss and comment on various risk and technology-based criteria, as well as other relevant issues, in a roundtable format. (1992 - 1993)

National Water Policy Meeting - Facilitator for a meeting of 30 water policy experts from around the country convened by the University of Colorado Natural Resources Law Center to develop water policy guidance for the Clinton administration. (1992)

U.S. EPA Regional Operating Permits Roundtable - Member of a team of facilitators for a multi-party roundtable discussion of potential problems in implementing the operating permits regulations issued from EPA's Office of Air and Radiation in June, 1992. Discussions focused on the problems anticipated in the development of new state permits programs, permit applications, permits and revisions. (1992)

Alaska Department of Environmental Conservation Pollution Prevention Task Force - Project Director and lead facilitator for discussions among DEC senior managers to develop a state wide pollution prevention strategy. (1992)

Conflict Resolution Training for the Alaska Environmental Assembly - Designer and instructor of a training on alternative dispute resolution for 65 members of the Assembly. (1992)

Policy Dialogue on Access to Therapeutic Drugs for Life Threatening Diseases - Member of a team of facilitators for a national policy dialogue involving pharmaceutical companies, AIDS

activist groups, the insurance industry, research institutions, the FDA and other agencies. The dialogue was convened to develop recommendations for providing earlier and broader access to new drugs for life threatening diseases. (1991-1992)

Dixie National Forest Multi-Party Discussions - Co-facilitator for discussions involving the wood products industry, environmental organizations and the Forest Service over a variety of timber management issues in southern Utah. (1991-1992)

North American Consultation for the World Biodiversity Conservation Strategy - Convenor and lead facilitator for a consultation involving 100 representatives of environmental groups, government agencies, the scientific community, corporations, tribal groups and other diverse interests in the U.S., Canada and Mexico. The purpose of the Consultation was to review the UNEP, IUCN, WRI World Biodiversity Strategy, and to discuss options for implementing the Strategy in North America. (1991)

Siskiyou National Forest - Shasta Costa EIS Meeting - Lead facilitator for a multi-interest group meeting to discuss options and alternative methods for logging in the Shasta Costa roadless area. (1991)

Conflict Resolution Training for the Greater Yellowstone Coalition - Co-designer and instructor for a series of conflict resolution trainings for the GYC staff and Board of Directors. (1991)

Alaska Wolf Management Planning Team - Facilitator/mediator for a multi-interest group planning team convened by the Alaska Department of Fish and Game to develop consensus recommendations for a new wolf management plan for the state of Alaska. The team achieved consensus on a management framework which was adopted unanimously by the Alaska State Board of Game in October 1991. (1990-1991)

Department of Defense Hazardous Waste Dialogue - Member of a team of facilitators in a 25-person policy dialogue on hazardous waste management at federal defense facilities. Participants included representatives from the Department of Defense, the Navy, the Environmental Protection Agency, environmental groups, state regulatory agencies and congressional staff. A final consensus report was issued in early 1991. (1989-1991)

International Dialogue Series on Plant Genetic Resources - Member of a team of facilitators for a multi-year policy dialogue among representatives of over 25 countries from non-governmental organizations, U.N. agencies, industry, government ministries, and research institutions. The dialogue focused on conservation and utilization of plant genetic resources, including patenting issues, an institutional framework, and funding requirements. The recommendations from three consensus reports are being discussed and implemented in a variety of international venues. (1988-1991)

National Policy Dialogue on Biological Diversity on Federal Lands - Convenor and lead facilitator of a 63-person dialogue designed to develop consensus recommendations on issues related to the conservation and utilization of biological diversity on federal lands. Participants were drawn from federal agencies, environmental groups, industry, Congressional committee staff, and the scientific community. Topics included national policy, interagency coordination, research, inventory, monitoring, data management and land management activities. The final consensus report was released in April 1991. (1988-1991)

National Environmental Decision making Forum - Member of a team of facilitators who designed and facilitated a summit meeting of environmentalists, business leaders, congressional staff and foundations to examine the status of national environmental legislative decision making. (1990)

Biotechnology Leadership Initiative for Citizen, State and Local Leaders - Workgroup facilitator in a project to update citizen leaders and state and local governments on the wide variety of perspectives that exist about the development and regulation of biotechnology. (1988-1990)

Environmental Protection Agency RCRA Workshop - Workgroup facilitator in a workshop discussing possible revisions to RCRA waste minimization rules. (1989)

Community Day Care Dispute - Process design consultant and moderator for a meeting to obtain public input in a dispute over inadequate day care in Summit County, CO. The meeting involving about 125 members of the public and resulted in development of recommendations to address the issue and establishment of a task force to follow through with implementation. (1989)

City of Lakewood Annexation Dispute - Co-facilitator of meetings between city and county officials about a dispute over city annexation of county property in Lakewood, Colorado. The discussions resulted in the decision to proceed with negotiations. (1989)

Texas Toxics Risk Communication Project - Workgroup facilitator in a project to develop a plan for communicating information about risk of toxics to communities and citizens in Texas. (1989)

Lower Deschutes River Management Plan Negotiation - Member of a team of facilitators in a multi-party negotiation over a management planning process for the lower Deschutes River in Oregon. Parties included river users, local, state, tribal and federal government agencies, and environmental and citizen organizations. The process resulted in the signing of a Memorandum of Understanding by 17 signatories. A cooperative planning process proceeded as a result of the negotiations. (1988-1989)

National Policy Dialogue on Public Access to Federal Lands - Lead facilitator/mediator for a national policy dialogue involving the Forest Service, Bureau of Land Management, environmental and sportsman's organizations and private land-owner groups. Discussions focused on policies and regulations to increase public access to federal lands, minimizing the impacts of such access, and increasing private sector involvement in decisions about public access to federal lands. The dialogue resulted in a consensus final report that was released in March 1989. (1987-1989)

Negotiation on the Grand Mesa, Uncompahgre, Gunnison National Forest Land Management Plan - Lead mediator in negotiations to develop consensus recommendations for a mandated Forest Plan Amendment. The negotiation, which involved 24 parties (9 core negotiators), resulted in a signed settlement document on a variety of issues including allowable sale quantity, road management, and water quality. (1988)

Alternative Dispute Resolution Training for the U.S. Fish and Wildlife Service - Designer and instructor for a conflict resolution training for senior U.S. Fish and Wildlife Service managers. (1988)

Negotiation on the Challis National Forest Land Management Plan - Process design consultant for negotiations, involving about 15 parties, to be mediated by Forest Service staff, and facilitation assistant for the Forest Service mediators who conducted the first session. Issues included water quality, timber practices and tribal involvement in the planning process. (1988)

Alternative Dispute Resolution Training for Dow Chemical Company - Co-designer and instructor for a training on conflict resolution concepts for senior management and public relations staff. (1988)

Alternative Dispute Resolution Training for the U.S.D.A. Forest Service, Region 4 - Co-designer and instructor for a series of trainings introducing conflict resolution concepts to forest supervisors, resource professionals, public relations personnel, and key interest group representatives. (1987-1988)

U.S. Department of Agriculture Workshop on Transgenic Plants - Workgroup facilitator in a workshop organized to identify outstanding regulation issues and possible regulation alternatives. (1987)

PUBLICATIONS

Lewis, Connie. Managing Conflicts in Protected Areas. UK and Switzerland: IUNC-The World Conservation Union, 1996.

TIMOTHY J. MEALEY

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SUMMARY OF PROFESSIONAL EXPERIENCE

For the past fifteen years, served as a respected and trusted convenor, facilitator, and mediator of dozens of high-level policy dialogues and negotiations aimed at resolving a wide variety of local, state, national, and international environmental and sustainable development policy matters. Issues addressed in these projects include solid, hazardous, and nuclear waste management and cleanup, sustainable forest and natural resource management, food security and agricultural policy, chemicals/pesticides regulation, and air and water quality management and regulation. Projects have involved several hundred respected leaders of affected local, state, and national governmental agencies, international organizations, numerous industry sectors, and a wide variety of local, national, and international non-governmental organizations.

Meridian Institute, Dillon, Colorado

Senior Partner and Co-Founder (October, 1997 - present)

The Meridian Institute is an newly formed not-for profit organization that includes five Senior Partners who have a combined total of over 65 years of experience serving as trusted convenors, facilitators, and mediators of multi-party policy dialogues and negotiations aimed at resolving what are often highly contentious and complex environmental and other public policy issues. The Meridian partners plan to continue to provide the highest quality neutral third party services for multi-stakeholder public policy consensus-building and information exchange processes. Meridian will also be exploring additional services that can be characterized as "connecting people to solve problems," including consulting with and assisting parties who are involved in multi-stakeholder processes, without necessarily always serving in the role of convenor, facilitator, or mediator.

The Keystone Center, Keystone, Colorado

Associate Director, Science and Public Policy Program (1989 - 1997)

As Associate Director of the Science and Public Policy Program, shared responsibility for a variety of program and personnel management issues including development and tracking execution of a \$3.5 million annual budget, hiring and project staffing decisions, and overall program level quality control and management. As a Senior Associate III, served as project director and lead convenor, facilitator and mediator of negotiations and policy dialogues aimed at resolving a wide variety of issues described more fully in the project experience outlined below. Projects range in size and

duration from smaller, one-time events with budgets ranging from \$10,000-\$50,000, to larger multi-year efforts with project-life budgets over \$1 million.

The Conservation Foundation, Washington, D.C.

Associate, Program on Environmental Dispute Resolution (now RESOLVE, Inc., 1986 - 1989)

Provided neutral third party mediation/facilitation services in environmental, natural resource and land use disputes. Conducted negotiation training seminars and research on innovative methods for resolving environmental conflicts. Served as editor of Resolve newsletter for several issues that addressed public lands conflict management.

ICF Incorporated, Washington, D.C.

Associate (1985 - 1986)

Provided policy analysis, meeting facilitation, and conflict management services to a variety of public and private sector clients.

University of Virginia, Charlottesville, Virginia

Associate/Graduate Assistant, Institute for Environmental Negotiation (1983 - 1985)

Provided mediation assistance in negotiations over uranium mining, water treatment and land development disputes in Virginia. Investigated environmental disputes for mediation potential. Taught graduate level courses on environmental dispute resolution.

The Center for Collaborative Problem Solving, San Francisco, California

Associate (1981 - 1983)

Provided strategic planning and meeting facilitation services to public and private sector clients.

EDUCATION

1985 University of Virginia, Department of Urban and Environmental Planning,
Master of Planning and Environmental Dispute Resolution.

1981 University of California, Santa Cruz,
Bachelor of Arts, Economics and Environmental Studies.

Personal: Date of Birth: 12/11/56; married with four children; enjoys a wide variety of outdoor activities; actively involved in local community affairs.

SELECTED MEDIATION AND FACILITATION EXPERIENCE

Endocrine Disruptor Screening and Testing Advisory Committee - Serve as project director and senior facilitator of this 40-person, federally chartered advisory committee that is charged with developing consensus recommendations to be presented to the U.S. Environmental Protection Agency on a strategy for screening and testing chemicals and pesticides as to their potential to disrupt the endocrine (i.e., hormone) systems of humans, wildlife, and other biota. The EDSTAC is chaired by the U.S. Environmental Protection Agency's Assistant Administrator for Prevention, Pesticides, and Toxic Substances, and includes representatives from other offices within EPA, several other federal and state agencies, water providers, the chemical, pesticides, and consumer products industries, labor, national environmental, environmental justice, and public health organizations, and research scientists. (1996-present)

Criteria and Indicators of Sustainable Forest Management - Serve as project director and senior facilitator of a 30-person group of diverse stakeholders who provide advice and consultation to the Forest Service which serves as the lead agency for the U.S. Government on the development and utilization of the "First Approximation Report" on sustainable conservation and management of U.S. forests. The FAR is being produced as a result of commitments the U.S. Government made in the Montreal Process. (see additional project description below, 1996-present)

International Workshop on Sustainable Food Security - Serve as project director in the design and facilitation of an international workshop that addressed critical variables and projections of long-term, global food security. The Workshop is aimed at trying to better reconcile the often competing and conflicting views of leading food security economic and biophysical analysts in an effort to improve both food security research and policy making. (1996-present)

Federal Facility Environmental Restoration Policy Dialogue Committee - Served as project director and senior facilitator of this 50-person national dialogue, chartered under the Federal Advisory Committee Act, that developed consensus recommendations on improving federal facility environmental restoration decision-making and priority-setting processes. The Committee, which is widely credited with the formation of citizen advisory boards at hundreds of federal facilities, issued an Interim Report in February 1993, and a Final Report in April, 1996. Currently involved in assisting the chartering agency, U.S. EPA, in its efforts to work with a variety of FFERDC members to ensure effective implementation of the Committee's recommendations. (1991-present).

National and Community Indicators Forum - In partnership with the Colorado Trust, a private foundation, and a non-governmental organization called Redefining Progress, helped to convene and served as lead facilitator of a national level forum to discuss the state-of-the-art and lessons learned regarding the use of indicators to assess the well-being and status of sustainable development and other related efforts at both the national and community levels. The forum was attended by approximately 150 people from throughout the U.S. (1996)

Rocky Flats Cleanup Agreement - Served as senior facilitator/mediator and project director of an effort to mediate negotiations between the U.S. Department of Energy, the U.S. Environmental

Protection Agency and the Colorado Department of Public Health and the Environment to develop a new cleanup agreement for the Rocky Flats Environmental Technology Site. (1994-1996)

International Dialogue on Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests - Served as a member of a team of Keystone facilitators to assist the International Working Group on Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests in non-European countries, otherwise known as the "Montreal Process." Facilitated a three-day meeting held in Olympia, Washington, USA. The meeting involved over 75 participants from 30 separate delegations. This process was seen as complementary to a number of other forest initiatives taking place during the same time, leading up to the United Nations Commission on Sustainable Development's review of the progress made towards implementation of the "Agenda 21" principles on forests. (1994)

Hanford Advisory Board Convening Assessment and Facilitation - Served as senior facilitator and project director in an effort to assist the U.S. Environmental Protection Agency, U.S. Department of Energy, the State of Washington Department of Ecology, and affected stakeholders to form a standing advisory board to address issues related to the environmental cleanup of DOE's Hanford site. This 560 square mile site has served as a nuclear weapons production facility for over 40 years and has recently shifted its mission to environmental cleanup. The Keystone Center served as a neutral convenor and facilitator of the organizational phase of the Hanford Advisory Board. (1993-1994)

National Commission on Superfund - Served as part of a team of Keystone facilitators working with staff from the Vermont Law School's Environmental Law Center, to convene and facilitate a CEO level commission to address reauthorization of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), otherwise known as Superfund. The effort consisted of a two tiered process with staff support for the CEO level Commission. The first meeting of the Commission occurred in December 1992 and the final meeting occurred in December 1993. The Commission issued a consensus report in January 1994 and organized a coalition of interests who supported the Commission's report to participate in the ensuing Congressional debate on Superfund reform. (1992-1994)

National Stakeholder Meeting on the Waste Isolation Pilot Project - Served as lead convenor and facilitator of a national stakeholder meeting on policy issues related to the U.S. Department of Energy's effort to gain approval of a permit for the Waste Isolation Pilot Project, located in Carlsbad, New Mexico. The meeting was chaired by the U.S. DOE's Assistant Secretary of Environmental Management and attended by approximately 50 invited participants and an equal number of observers. (1993)

National Stakeholder Meeting on Storage and Disposal of Spent Fuel from Foreign from Research Reactors - Served as lead convenor and facilitator of a national stakeholder meeting on policy issues related to the U.S. Department of Energy's effort to gain approval of its plan to continue to store spent fuel, in the form of highly enriched uranium, from foreign research reactors at the Savannah River Site that had historically been carried out under the "Atoms for Peace"

program. In addition to DOE and State Department representatives, the meeting was attended by approximately 50 invited participants and a equal number of observers, including representatives from South Carolina, local affected communities, national environmental groups, and the foreign countries who benefited from this program. (1993)

Convening Assessment for an International Dialogue of Pesticide-Related Hazards in Developing Countries - Served as part of a team of Keystone Center facilitators to assess the feasibility of convening an international dialogue on pesticide-related hazards in developing countries. A steering committee met in July 1992. Subsequently, it was decided that there was not a sufficient basis upon which to initiate the dialogue. (1991-1992)

International Dialogue Series on Plant Genetic Resources - Serve as part of a team of facilitators on a multi-year international dialogue including representatives of over 25 countries drawn from NGO's, U.N. agencies, industry, governments, academia and research institutions. The dialogue focuses on issues related to conservation and utilization of plant genetic resources throughout the world, including intellectual property and ownership, institutional framework, and funding requirements. Three consensus reports have been published. (1990-1991)

North American Consultation for the World Biodiversity Conservation Strategy - Facilitator for a Consultation involving 100 participants from the U.S., Canada and Mexico representing environmental organizations, government agencies, the scientific community, corporations, tribal groups and other diverse interests. The purpose of the Consultation was to review the UNEP, IUCN, WRI Global Biodiversity strategy, and to develop options and strategies for implementing the strategy in North America. (1991)

EPA Superfund Municipal Liability Initiative - At the request of EPA, served as project director and lead facilitator of a 90-person workshop designed to provide input to EPA regarding an initiative to develop national guidelines for allocating Superfund clean-up costs related to municipal solid waste. (1991)

U.S. EPA Office of Air and Radiation Policy Development - Provided ongoing mediation and facilitation to OAR to assist in the implementation of the 1990 Clean Air Act. Activities included development of a series of workshops for training OAR staff on the use of consensus-building processes during the development of air policy and regulations. In a one-time meeting, the Center assisted EPA in convening environmental and citizen groups, states and members of the petroleum refining industry to offer advice to EPA as they developed an agency policy group to address regulatory issues affecting the refining industry. Keystone Center staff also assist EPA on an ongoing basis in the planning and conduct of the quarterly national meetings of the Clean Air Act Advisory Committee. (1991)

EPA Mine Waste Policy Dialogue - Served as part of a team of Keystone Center facilitators for a policy dialogue that is chartered under the Federal Advisory Committee Act (FACA) to negotiate the development of a national mine waste policy. The policy dialogue group was made up of representatives of national and local environmental groups, the mining industry, state regulatory

agencies, and federal agencies. Issues that were addressed include appropriate technical standards, state-federal relationships and public involvement requirements. (1990-1992)

Industrial Non-Hazardous Waste Dialogue - Served as project director of a multi-party national policy dialogue aimed at developing recommendations on the regulation of non-hazardous industrial waste. (1990-1992)

Interstate Transportation of Solid and Hazardous Waste Meeting - Member of a team of facilitators which convened an information sharing meeting among industry, environmental and citizen groups, and congressional staff on the options available for addressing the problems of interstate transportation of waste. (1991)

Superfund Implementation Policy Dialogue - As part of a team of Keystone Center facilitators, served as convenor and facilitator of a multi-party policy dialogue on Superfund implementation issues. The dialogue involved over 50 representatives of the diverse interests affected by the Superfund program. Issues that were addressed included lender liability, municipal cost allocation and settlements, community relations, state/federal relations, remedy selection and others. (1989-1992)

Policy Dialogue on Implementation of the Convention on the Regulation of Antarctic Mineral Resource Activities - As part of a team of Keystone Center facilitators, served as convenor and facilitator of a 45-person policy dialogue aimed at reaching agreements on the domestic implementation of the Convention on the Regulation of Antarctic Mineral Resource Activities. (1989-1990)

National Hazardous Waste Management Strategies Dialogue - As part of a team of Keystone Center facilitators, served as facilitator of a multi-party policy dialogue on numerous issues associated with reauthorization of the Resource Conservation and Recovery Act. In January, 1990, this project was reorganized to allow for free-standing dialogues on distinct RCRA implementation and reauthorization issues (see Industrial Waste Dialogue Group). (1989-1990)

Defense and the Environment Initiative - As part of a team of Keystone Center facilitators, served as convenor and facilitator of a 50-person dialogue that was intended to help DOD design and implement its Defense and the Environment Initiative. (1989-1990)

De Minimis Waste Rulemaking Workshops - Served as lead facilitator of a series of 30-person workshops to discuss a possible EPA rule making that would allow exemptions to RCRA Subtitle C on the basis of de minimis risk considerations. (1989-1990)

Targhee National Forest Land Exchange Mediation Assessment - Served as lead convenor and mediator of an effort to assess feasibility of negotiations aimed at resolving a dispute over a proposed land exchange at the Grand Targhee Ski Resort. After several months effort, the principal parties, which included the Forest Service, the owner of the resort, and a local citizen's

group, could not agree on the ground rules under which to proceed with substantive negotiations. (1989-1990)

Policy Dialogue on Asbestos in Public and Commercial Buildings - Served as co-convenor and co-facilitator of a 36-person policy dialogue to explore potential regulatory requirements to address asbestos in public and commercial buildings. (1988-1989)

Convening Assessment on Used Oil Regulatory Negotiation - Prepared an assessment of the feasibility of using regulatory negotiation to resolve issues related to whether the Environmental Protection Agency should list used oil as a hazardous waste and, if so, under what management standards. (1989)

St. Mary's County Affordable Housing Task Force - Served as lead facilitator of a 15-person task force that focused on affordable housing issues in Saint Mary's County, Maryland. The task force developed consensus recommendations that were submitted to the County Commissioners. (1989-1990)

Solomons Island Design Charette - Served as lead facilitator of a "design charette" process aimed at reaching agreements on land use and urban design issues related to proposed public improvements for the waterfront of Solomons Island, Maryland. The process involved approximately 12 state and local officials and local community leaders. Agreements were reached on "optimum" and "interim" design scenarios. (1988-1989)

Workshops on 1990 RPA Program and Forest Plan Implementation - Served as lead facilitator of workshops sponsored by the USDA Forest Service attended by approximately 30 representatives of national interest groups concerned with resource management issues. One workshop focused on the Forest Service's approach for completing the five year Program for managing the nation's renewable resources required under the Forest and Rangeland Renewable Resources Planning Act. Another addressed issues related to implementation of national forest plans under the National Forest Management Act. (1988-1989)

Annapolis Hotel Dispute - Served as co-mediator in negotiations over the proposed development of a 250-room hotel. The parties included a private developer, the U.S. Naval Academy, the Naval Academy Athletic Association who owned the property, and a coalition of local conservation groups. The key issues in the dispute were resolved by a vote of the City Council and thereby foreclosed the need for further mediated negotiations. (1988)

Tennessee Groundwater Policy Dialogue - Provided mediation assistance in a 30-person policy dialogue to develop a groundwater management strategy for the State of Tennessee. The parties included several state agencies, environmental groups, industry representatives, local governments, the Tennessee Valley Authority and EPA regional representatives. Consensus was reached on several major policy issues and separate industry and environmental positions on the issue of groundwater classification were included in the group's final report. (1986-1987)

Virginia Uranium Mining - As part of a team of third party neutrals from the Institute for Environmental Negotiation, provided convening, facilitation and mediation services in negotiations over whether Virginia should allow uranium mining. The process involved over 50 people, including the heads of nine state agencies who participated in an interagency committee that reached consensus on a detailed set of recommendations to permit mining under conditions more stringent than existing federal requirements. A bill permitting uranium mining was subsequently withdrawn by its sponsor due to a perceived lack of support. (1983-1984)

Information regarding past mediation and facilitation training available upon request.

BARBARA L. STINSON

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SUMMARY OF PROFESSIONAL EXPERIENCE

Meridian Institute, Dillon, Colorado

Senior Partner and Co-Founder (October, 1997 - present)

Founding partner of not-for-profit organization providing neutral, third party services in a variety of problem-solving contexts including multi-party dialogues, partnerships and internal organizational planning. Serve as senior facilitator and mediator in regional, national and international multi-stakeholder processes addressing a wide range of issues associated with environment, natural resources and sustainable development. Also provide internal organizational support including strategic planning, organizational development, formation of advisory committees and processes designed to further collaborative decision-making and sustainable development.

The Keystone Center, Keystone, Colorado

Senior Associate, Science and Public Policy Program (1991 - September, 1997)

Provided neutral third party mediation, facilitation and general conflict management services to resolve natural resource, environmental quality, and science and technology policy conflicts at the local, regional and national level. Conducted convening assessments, convened parties for discussion, developed and finalized consensus documents that contribute to federal agency regulatory and national legislative efforts.

ICF Technology, Inc., Bellevue, Washington

Associate (1989 - 1991)

Served as conflict management and public involvement specialist for national environmental consulting firm providing environmental analysis and engineering services to public agencies in the northwest U.S. and around the country. Developed public involvement manual and provided training for the Department of Energy's Office of Environmental Restoration and Waste Management. Assisted U.S. Environmental Protection Agency, Region IX, in design and implementation of a multi-party, consensus-based remedial action plan for an arsenic contaminated Superfund site in Tacoma, WA. Developed a report on options for regulating underground storage tanks.

DSW 138496

Massachusetts Coastal Zone Management, Boston, Massachusetts
Regional Environmental Planner (1986 - 1988)

Combining environmental planning, public involvement and conflict management skills developed the Harbor Planning Program for Massachusetts Coastal Zone Management (CZM). Designed and implemented the development of comprehensive harbor plans by committees of all affected interest groups in the 79 Massachusetts coastal communities. Authored harbor planning guidelines with staff, wrote a manual on the principles of a consensus planning process, and developed and presented training workshops to state and local regulatory officials. Developed a \$1 million Harbor Planning Grants Program which distributed funds to qualifying communities.

Tahoe Regional Planning Agency, Tahoe, California
Consultant (1986)

Analyzed the effectiveness of a two-year consensus planning effort used to redraft the regional plan in the Lake Tahoe region. Interviewed participants, documented the planning process, and evaluated the achievements of this multi-party dialogue designed to settle the complex environmental and development issues present in a prosperous, highly scenic region.

The Keystone Center, Keystone, Colorado
Intern (1985)

Provided support to the Director of the Science and Public Policy Program. Assisted in convening consensus-building policy dialogues on environmental issues such as public lands planning and western U.S. water supply. Wrote issue papers, organized meetings, and assisted in the development of consensus documents.

Harvard Program on Negotiation, Cambridge, Massachusetts
Research Assistant (1984 - 1985)

Examined electric utility disputes nation-wide to determine their potential for mediation. Interviewed utility consumers, managers, and regulatory agencies assessing the need for innovative conflict management strategies. Ultimately, three projects were selected to attempt mediation of site-specific disputes. Assisted in the design of a pilot mediation project.

EDUCATION

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|------|---|
| 1986 | Massachusetts Institute of Technology, Cambridge, MA,
Master of City Planning, Environmental Policy and Mediation. |
| 1984 | Training in Mediation of Public Disputes, CDR Associates, Denver, CO. |
| 1982 | University of Colorado, Boulder, CO,
Bachelor of Arts, Environmental Conservation. |

SELECTED MEDIATION AND FACILITATION EXPERIENCE

Mohave Generating Station Dialogue Assessment – Project mediator for an assessment of a potential negotiation between the owners of a 1500 MW power plant, labor, environmental organizations, two Native American Tribes, federal, state and local interests on the future of the station. Parties will examine the future options available for this plant to remain marketable while providing cleaner power in the new deregulated market of California. (1998 – present)

Tolerance Reassessment Advisory Committee of the National Advisory Council for Environmental Policy and Technology – Facilitator for a FACA-chartered national advisory committee on the risk assessment and risk management process for organophosphates. This process consists of a series of plenary and work group meetings aimed at providing advice and counsel to the Deputy Administrator of EPA and the Deputy Secretary of Agriculture regarding a strategic approach for reassessing pesticide tolerances as called for in the Food Quality Protection Act of 1996. (1998 - present)

EPA Office of Reinvention Strategic Planning - Providing internal assistance to this program office within the Office of the Administrator as the agency restructures operations to provide innovative regulatory programs to promote flexibility, compliance assistance, access to information and strong partnerships with stakeholders. Activities include internal strategic planning sessions, development of agendas and facilitation of internal meetings, and development of public documents. (1998 - present)

Vinyl Institute National Advisory Council – Convening and facilitating a council of diverse stakeholders addressing racial justice, environmental, public health, and consumer issues as well as the issue the role of the industry in sustainability. (1998 - present)

American Association of Railroads – Part of a team of Meridian facilitators assisting the Association by facilitating a series of five Railroad Customer Forums to address the railroad industry's significant transportation congestion issues. (1998)

American Forest and Paper Association Assistance - Providing ongoing strategic planning and facilitation assistance to several divisions of AF&PA, particularly the American Wood Council and the Sustainable Forestry Initiative. (1998)

American Lung Association of California – Assisted the environmental component of this organization by facilitating a retreat involving technical experts, air quality regulators and various experts in a strategic planning session on key air quality issues for California. (1998)

SC Johnson Strategic Planning - As part of a five-year strategic planning process involving senior management, facilitating a management retreat focusing on sustainable business practices for the year 2003. (1998)

Federal Hardrock Mining Conference – Part of a team of facilitators conducting a three-day workshop addressing interagency coordination needs in the cleanup of mining sites in the U.S. (1998)

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Laramie County, WY Habitat Conservation Planning - Assisting multiple stakeholders in structuring a collaborative problem-solving process for addressing landowner and threatened species' needs through development of a county-wide plan. Serve as convening facilitator for initial public meeting and upcoming steering group meeting. (1997 - 1998)

Sportsmen/Agriculture Summit - Facilitated three-day summit attended by representatives of hunting, fishing and agriculture producing organizations in the U.S. Participants met at the King Ranch in Kingsville, Texas to discuss issues of common interest such as access to private lands, legal liabilities for private landowners, sportsmen ethics, and maintaining water quality and ecosystem integrity. (1997)

Habitat Conservation Planning Implementation Dialogue - Project director for national implementation dialogue on the public participation, scientific research and adaptive management in Habitat Conservation Planning and Candidate Conservation Agreements. Federal agencies, industry, environmental and conservation groups and others will meet over a three month period winter of 1998 to develop recommendations on implementation of these issues. (1997 - 1998)

Advanced Monitoring Initiative (AMI) Workshop - Assisted EPA's Office of Policy Planning and Evaluation in designing, convening and facilitating this five-day workshop structured to provide information on and develop a national agenda for the use of remote sensing technologies for environmental monitoring and facility compliance. Over 100 participants discussed controversial issues key to advancing the use of remote sensing technologies. Parties devised the critical elements to a national agenda for addressing the concerns of the regulated industry, the remote sensing industry, environmental organizations and key regulatory agencies (including Department of Energy, Department of Defense and U.S. Environmental Protection Agency). (1997)

ECOS/STAPPA/EPA Inspection and Maintenance Program Evaluation Workgroup - Convened and facilitated the initiation of the Environmental Council of the States (ECOS)/State and Territorial Air Pollution Administrators (STAPPA)/EPA Inspection and Maintenance (I/M) Workgroup formed to develop the I/M program evaluation factors pursuant to the provisions of the National Highway System Designation Act of 1995 (NHA). The Workgroup, over a year and a half-year, will provide evaluation factors for use by EPA as it assesses the I/M programs and assigns State Implementation Plan credits. (1997)

Regulation Reinvention Stakeholder Assessment - Project director for a national assessment the use of performance measures for EPA's Regulatory Reinvention efforts. Through interviews of industry, government and non-governmental organizations, and stakeholders, and through multi-stakeholders meetings, assisted EPA in evaluating reinvention progress. (1997)

G-7 Environmental Futures Forum - Served as lead project staff for the first meeting of representatives of G-7 countries' environmental ministries discussing potential critical issues of the twenty-first century. Assisted with agenda development, materials preparation, participant briefings, and workgroup facilitation on environmental technologies. (1997)

Common Sense Initiative Council - Project manager and co-facilitator for quarterly Council meetings. Responsibilities included coordination of issues between six Sector Subcommittees and the Council for recommendation to Administrator Browner of EPA; facilitation of six sector facilitator teams; development of meeting agendas and Council presentations; facilitation of two day Council meetings; and various follow up activities. (1996 - 1997)

National Policy Dialogue on Ecosystem Management - Senior facilitator for a dialogue among federal and state land management and regulatory agencies, economic development interests, the environmental community, commodity groups, scientists and others involved in ecosystem management. The purpose of the dialogue was to promote interaction between senior policy makers and local, on-the-ground ecosystem management practitioners, and to develop recommendations in several topic areas, including inter-agency coordination, incentives for the private sector, and research priorities. (1994 - 1996)

Northeast States Mobile Source Emissions and Air Quality Meetings - Lead senior facilitator for the negotiation of a 49 State voluntary agreement between the U.S. Environmental Protection Agency, States, environmental organizations, utilities and the automobile industry to develop a low emission vehicle. This agreement would serve as an alternative to the Ozone Transport Commission Low Emission Vehicle (OTC LEV) program for the Northeast Ozone Transport Region. The negotiations began in June 1994, with the objective of identifying the elements of an alternative program to the OTC LEV that would reduce ozone emissions in the Northeast in accordance with the Clean Air Act Amendments of 1990. Facilitated negotiations, and a series of public workshops and federal advisory committee meetings which led to EPA's issuance of a national rule. (1994 - 1997)

U.S. EPA Project XL Stakeholder Participation - Assisted EPA in managing stakeholder activities for this innovative regulatory strategies project in industrial Excellence and Leadership. Project assistance included conducting negotiation training and facility assistance at Project XL sites, and convening and facilitating national stakeholder roundtables on the design and delivery of the program. (1996 - 1997)

EPA Industrial Combustion Coordinated Rulemaking - Project Manager and convening facilitator for an EPA effort to develop regulations for eight categories of industrial combustion sources. The effort, known as the Industrial Combustion Coordinated Rulemaking (ICCR), was chartered under the Federal Advisory Committee Act (FACA) and maintained seven work groups. The ICCR is a four-year effort that has as its goals consensus recommendations on regulations for eight combustion sources by the year 2000. (1996)

Ozone Transport Assessment Group (OTAG) - Senior convening facilitator for the Environmental Council of States (ECOS) and Illinois Environmental Protection Agency (IEPA) in their assessment of ozone transport, and development of region-wide strategies for reducing boundary levels of ozone. The Ozone Transport Assessment Group (OTAG), a multi-level, multi-party process consisting of the Policy Group, two Subgroups and six workgroups, met in 1995 and 1996 to assess ozone transport and current industrial control technologies, and to devise implementation strategies for 31 Eastern States. (1995)

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International Forest Roundtable - Co-facilitated this worldwide meeting of senior executives of forest products companies and associations to discuss certification, labeling and sustainable forest management. Eleven participating countries discussed these critical global forestry issues and identified future actions. TKC staff assisted in the development of the agenda and organization of activities facilitated the discussions and provided critical feedback on meeting structure and design. (1995)

Asian-Pacific Environmental Conflict Resolution Program - Participated in this multi-phase program designed to explore strategies for resolving environmental conflicts in non-litigious ways in the Asia-Pacific region and in the U.S. In August 1995, fifty Asians and Americans met in Jakarta, Indonesia to examine specific conflicts in Indonesia, discuss institutionalization of conflict resolution practices in Indonesia, and develop specific strategies for furthering the use of these practices in Indonesia and throughout the Asia-Pacific region. (1995)

Arizona Department of Environmental Quality Transportation Conformity Workshops - In cooperation with a technical consultant, lead facilitator for a series of three two-day workshops to develop the Arizona plan for transportation conformity. Project activities included a convening assessment, facilitation of workshops, and development of the critical components of a plan, including an emissions budget, analysis of air quality controls, development of a transportation plan and completion of the final conformity analysis. (1994)

National Policy Dialogue on Food, Nutrition and Health - Member of a team of facilitators convening a three year, consensus policy dialogue on the impacts of the Nutrition Labeling and Education Act of 1990. Dialogue will explore policy recommendations for the Food and Drug Administration in implementing the Act. Facilitator of a workgroup examining approaches for fostering research into improving the American diet. (1993 - 1994)

Hanford Advisory Board Convening Assessment and Facilitation - Served as neutral convenor and facilitator in an effort to assist U.S. Environmental Protection Agency, U.S. Department of Energy, Washington Department of Ecology, and affected stakeholders in forming an advisory board to address issues related to the environmental cleanup of DOE's Hanford site. This 560 square mile site has served as a nuclear weapons production facility for over 40 years and recently has shifted its mission to environmental cleanup. (1993 - 1994)

AIM Coatings Regulatory Negotiation - Co-facilitator of a multi-party, national negotiation controlling the air emissions of volatile organic compounds (VOCs) from architectural and industrial maintenance (AIM) coatings. Participants included the U.S. Environmental Protection Agency; other federal agencies; national, regional and local paint manufacturers; environmental organizations; paint consumers; and state government representatives. During this two-year effort, conducted convening assessment, convened the advisory committee under Federal Advisory Committee Act provisions, facilitated more than 20 Committee and work group meetings, and drafted preliminary agreement frameworks. (1992 - 1994)

National Ecosystem Management Forum - Member of a team of facilitators conducting a two-day national forum on federal and regional efforts to implement ecosystem management

principles in land use decision making. Leading scientists, policy makers, commodity representatives, environmental organization representatives, White House staff, Congressional staff, and political appointees from the federal land management agencies participated in this roundtable discussion. Discussion focused on research in ecosystem management science and the experience of public and private land managers in implementing the concepts in various regions of the country. (1993)

Nuclear Regulatory Commission (NRC) Regional Workshops on Decommissioning Criteria

- Co-facilitator for a series of seven public workshops designed to provide the NRC with input on potential national criteria for decommissioning of nuclear facilities. Workshops provided the nuclear industry, U.S. EPA and other Federal agencies, citizen/environmental organizations, state and local governments, and health officials with the opportunity to discuss and comment on various risk and technology-based criteria, as well as a host of other relevant issues, in a roundtable format. (1992 - 1993)

U.S. EPA Regional Operating Permits Roundtable - Facilitator for a multi-party roundtable discussion of potential problems in implementing the operating permit regulations issued from EPA's Office of Air and Radiation in June, 1992. Assisted EPA headquarters and the regional office of Region VI in organizing this discussion. (1992)

U.S. EPA New Source Review Simplification Workshop - Facilitator for a two-day meeting among industry, national environmental groups, and state representatives to discuss priorities for simplifying the new source review process in Title I of the Clean Air Act Amendments. Conducted interviews with forty participants to develop recommendations for EPA. (1992)

Denver Water Distributor Contracts Assessment - Co-facilitator assisting in the investigation of the appropriateness of convening Denver water distributors and providers to negotiate the content of expiring distributor contracts. Conducted a dozen interviews with key parties and provided all parties with an assessment report which suggested strategic actions for all parties. Multi-party, face-to-face negotiations were not recommended at the time. (1992)

U.S. EPA Office of Air and Radiation (OAR) Policy Development - Provided ongoing assistance to OAR in the implementation of the 1990 Clean Air Act. Activities included development of a series of workshops for OAR staff on the use of consensus-building processes during the development of air policy and regulation. Also, assisted EPA on an ongoing basis in the planning and conduct of the national quarterly meetings of the Clean Air Act Advisory Committee. (1991 - 1992)

Corporate Giving Programs and Private Foundations Meeting - Assisted in the development of this two-day meeting between representatives of several large corporations giving programs private foundations and national environmental organizations. Participants discussed funding issues, opportunities and strategies regarding future support for environmental programs and entities. (1991 - 1992)

U.S. Forest Service Natural Resource Conservation Education Program (NRCEP) Meeting
- Assisted the State and Private Forestry office in designing a one-day information sharing

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meeting on funding priorities for NRCEP. With the attendance of 30 individuals from many parts of the natural resource education community, this group identified future education needs and possible effective targets for the agency's \$2.5 million 1992 budget. (1992)

Innovative Regulatory Strategies Workshop - Facilitator for a three-day meeting sponsored by two offices of U. S. Environmental Protection Agency. Assisted in design of workshop, facilitated workgroups, and summarized findings in plenary session. Workshop examined market-based strategies for implementing the Clean Air Act of 1990. Attendees included EPA staff, state regulators, business and industry, and environmental groups. (1991 - 1992)

Agency for Toxic Substance Disease Registry - Facilitator for series of four workshops held in various American cities to explain the responsibilities of this federal agency to its various constituencies and improve its performance. (1991 - 1992)

Keystone Senior Policy Working Group - Facilitated discussions for key decision-makers from federal environmental agencies, industry and the legislature addressing the components of effective voluntary programs designed to reduce or prevent pollution. (1990 - 1992)

Interstate Transportation of Solid and Hazardous Waste Meeting - Member of a team of facilitators convening an information sharing meeting among industry, environmental/citizen groups and congressional staff on the options available for addressing the problems of interstate transportation of waste. (1991)

North American Consultation for the World Biodiversity Conservation Strategy - Facilitator for a Consultation involving 100 participants from the U.S., Canada and Mexico representing environmental organizations, government agencies, the scientific community, corporations, tribal groups and other diverse interests. The purpose of the Consultation was to review the UNEP, IUCN, WRI Global Biodiversity strategy, and to develop options and strategies for implementing the strategy in North America. (1991)

SELECTED PUBLICATIONS

"Joint Fact-finding and the Role of Technical Expertise in Consensus-Building," with John R. Ehrmann, Consensus Building Handbook, forthcoming, 1999.

"Joint Fact-finding in Consensus-Building Processes," with John R. Ehrmann, *Inside EPA's Risk Policy Report*, Guest Perspective, Volume 6, Number 3, November 20, 1998.

"Human Health Impact Assessment: The Link with Alternative Dispute Resolution," with John R. Ehrmann, Environmental Impact Assessment Review, Massachusetts Institute of Technology, Elsevier Press, 1994.

"Consensus Building at Lake Tahoe," with Geoff Ball, Achieving Consensus on Water Policy in California, California State University's Pat Brown Institute of Public Affairs, October 1992.

"Guidance on Public Participation for Department of Energy Environmental Restoration Activities," with K. Anderson and W. Rundle, U.S. Department of Energy, May 1990.

"Survey of UST Certification Programs and Recommendations for the State of Washington," Washington Department of Ecology, September 1989.

"Planning Massachusetts Harbors with Consensus Agreement," Proceedings from the Coastal Society Conference, 1988.

"Progress at Lake Tahoe," Urban Land Magazine, Washington, D.C., Vol. 44, No. 11, November 1986.

The Contribution of Consensus Building Workshops to Regional Planning in Lake Tahoe, Massachusetts Institute of Technology, June 1986.

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