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Summary

- Successful mediator of complex federal public policy disputes for 30+ years
- Consult internationally, including for the United Nations, U.S. Institute of Peace, and The World Bank
- Design strategic consensus processes and summits that engage government, large groups of diverse stakeholders, and the public
- Mediated 24+ negotiated rulemakings for five federal agencies: HUD, ED, OSHA, EPA, and DOT
- Author of *Civic Fusion: Mediating Polarized Public Disputes*

Experience

Public Policy Mediator, Podziba Policy Mediation, Brookline, MA 1990 - present
Provide mediation, consensus building, conflict assessment, and facilitation services to enable government to engage with representative stakeholders and the interested public to address complex and polarized public policy challenges. Consensus solutions may take the form of policies, plans, regulations, settlements, or recommendations. Conduct Civic Fusion workshops internationally.

Clients have included: U.S. Departments of Commerce, Defense, Education, Health and Human Services, Housing and Urban Development, Interior, Labor, and Transportation, U.S. Environmental Protection Agency, U.S. Senate, U.S. Institute of Peace, United Nations, The World Bank, Netherlands Organization for Applied Research, Dalslandskommunernas Kommunalförbund, Sweden, City of Modena, Italy, Emilia Romagna Regional Authority, Italy, Negotiation Strategies Institute, Jerusalem, The British Council.

Project Examples:

- **Global Climate Change Forestry Platform, Forest Carbon Work Group (FCWG), American Forestry Association:** assessed and facilitated process to develop consensus recommendations for U.S. domestic forest components of federal climate legislation supported by forty-five organizational members, who represented landowners; paper, forestry, energy, and financial industries, conservationists, wildlife protection.
- **Deepwater Horizon Oil Spill and Improving Integration of Natural Resource Damages Act and National Environmental Policy Act processes in Implementation of the Oil Pollution Act, National Oceanic and Atmospheric Administration:** conducted in depth assessment and designed and facilitated an intra-agency workshop of senior leadership and staff to develop a consensus action plan to improve resource protection and restoration efforts in the Gulf of Mexico after the Deepwater Horizon oil spill.
- **Rebuild Congress Initiative:** conducted assessment that included meetings with more than 60 members of Congress, designed process, and facilitated deliberative discussions among a cross-partisan group of U.S. Representatives to develop consensus strategies to enable Congress to fulfill its Constitutional mandate.
- **Pandemic Influenza Preparedness Planning, Centers for Disease Control and Prevention, U.S. Department of Health and Human Services:** assessed, designed, and facilitated stakeholder and citizen meetings for pandemic influenza planning in Ohio, concerning school closures and faith-based issues such as modification of worship services and funerals, and in Massachusetts, to develop a comprehensive standard of care communications strategy, including for hard-to-reach populations.
- **All Appropriate Inquiries Negotiated Rulemaking as required under the Small Business Liability Relief and Brownfields Revitalization Act, U.S. Environmental Protection Agency:** negotiated rulemaking process to develop All Appropriate Inquiry (AAI) standards and practices for environmental assessments. To assert protection from CERCLA (Superfund) liability for brownfields, innocent landowners,

contiguous property owners, bona fide prospective purchasers, and EPA brownfields grantees must conduct environmental site assessments in accordance with the AAI regulation.

- **Negotiated Rulemaking under 9/11 Commission Implementation Act of the Intelligence Reform and Terrorism Prevention Act of 2004, U.S. Department of Transportation:** assessment and negotiated rulemaking process to develop minimum standards to tighten security for state-issued driver's licenses and personal identification cards for use by Federal agencies for identification purposes.
- **Native American Lands Mitigation Program, U.S. Department of Defense:** facilitated exercise and discussion of tribal and Department of Defense strategic planning process for removal of unexploded ordinance left on American Indian and Alaskan Native lands after World War II military testing and training.
- **Process Design for Sudan National Economic Policy Dialogue, British Council:** provide support to Sudanese national organisations and the British Council/Foreign, Commonwealth and Development Office Working Group on Economic Dialogue to design an economic dialogue process in Sudan, including offering new approaches adapted to a Sudanese context that support mediation and achieve greater consensus.
- **Clean Air Act, Tier 2 Motor Vehicle Emission Standards and Gasoline Sulfur Control Requirements Rule, U.S. Environmental Protection Agency, Air Quality and Standards Division and the Alternative Dispute Resolution Team:** convening assessment on proposed regulations to allow streamlined permitting process for oil refineries to comply with the Clean Air Act, Tier 2 Rules, requested to address concerns raised by environmental justice advocates and refinery "fence line" communities.
- **Roundtable Discussion on the Carcieri v. Salazar Supreme Court Decision, United States Senate Committee on Indian Affairs:** assessment, process design and facilitation of discussions among tribal chiefs, county supervisors, and federal government to end six-year stalemate on a Carcieri "fix" to restore trust acquisitions for all federally recognized tribes and reduce impacts on communities abutting tribal lands.
- **Affordable Housing Allocations under Native American Housing Assistance and Self Determination Act, Office of Native American Programs, U.S. Department of Housing and Urban Development:** mediated negotiated rulemaking to develop revisions to regulations used to allocate federal resources for affordable housing to the 567 Native American Tribes and Alaskan Native Villages across the country. Negotiators included Assistant Secretary for Public and Indian Housing and 29 tribal representatives.
- **National Fisheries Enforcement Summit, National Oceanic and Atmospheric Administration, U.S. Department of Commerce (DOC):** assessed, designed, and facilitated Summit to develop recommendations to improve NOAA's enforcement programs to protect and sustain the nation's marine resources in response to DOC Inspector General Report. Its 80+ participants included commercial and recreational fishers, federal and state government agencies, fisheries councils, environmental groups, academia and NOAA.
- **Gender and Inclusive Mediation Processes Seminar for UN Special Envoys and Senior Mediation Experts, United Nations Department of Political Affairs:** conducted assessment, designed and facilitated seminar, and delivered seminar sessions on process design at three multi-day seminars in New York, Oslo, and Brussels with 20+ special envoys and senior mediation team member participants at each site.
- **Process Design Framework for Mediators, The World Bank, Office of the Compliance Advisor Ombudsman:** provided process design workshop, conducted back analysis of past cases in Uganda and Myanmar, and developed framework for creating strategic process designs to mediate and resolve community complaints arising from International Finance Corporation developments.
- **Abortion Talks among Pro-Life and Pro-choice Leaders, in conjunction with the Public Conversations Project:** facilitated five-year secret dialogue on the issue of abortion, called for by the Massachusetts Governor and the Cardinal of the Archdiocese of Boston after fatal shootings at two women's health clinics in Brookline, MA. The leaders reduced the violent rhetoric used in abortion culture wars and co-authored a consensus *Boston Globe* article, which led to state and national media appearances and impacts.

Select Publications

Books

- *Our Cities: From Corruption to Participatory Democracy*, IPOC, Milan, Italy 2017
- *Civic Fusion: Mediating Polarized Public Disputes*, ABA Book Publishers, Chicago 2013

Articles

- Worldview Conflict: The Case of Sacred Mauna Kea (Hawaii) and the Thirty Meter Telescope, *Publication of the Zurich Center for Security Studies of Switzerland* forthcoming
- Conflict, Negotiation, and Public Policy Mediation in the Trump Era, *Negotiation Journal, Volume 35* 2019
- Mediating Conflicts over Sacred Lands, *Conflict Resolution Quarterly*, Vol. 35 2018
- Negotiated Rulemaking for the Brownfields Law, co-authored with Patricia Overmeyer, chapter in *Environmental Mediation: Diversity of Practices Across the World*, Canada: SAGE 2018

Select Presentations

- *Civic Fusion and the Hidden Connective Energies of Conflict*, PON Live!, Program on Negotiation at Harvard Law School, Cambridge, MA 2022
- *Building Capacity for Meaningful Connection Across Difference*, Ignorance is the Enemy of Peace Conference, King Hamad Global Centre for Peaceful Coexistence, Manama, Kingdom of Bahrain 2021
- *The Intersection of Systemic Racism and Conflict Resolution*, Environmental Conflict Resolution Community of Practice, U.S. Environmental Protection Agency 2020
- *Mediating Polarized Public Disputes*, Conflict Management Institute, William S. Richardson School of Law, University of Hawaii, Honolulu, HI 2020
- *Balancing Burdens and Benefits: Conflict Resolution Support for Communities Seeking Environmental Justice*, International Association for Conflict Resolution Conference, Phoenix, AZ 2019
- *State of the Field: Conflicts with a Religion Dimension*, Bureau of Conflict and Stabilization Operations, U.S. Department of State, Washington, DC 2018
- *A Civic Fusion Approach to Urban Social Conflict*, International Conference on Cities and Self-Organization, Sapienza University of Rome, Italy 2018

Teaching Appointments

- **Program on Negotiation at Harvard Law School**, Cambridge, MA 2016-present
Faculty: Senior Executive course: *Advanced Mediation Workshop: Mediating Complex Disputes*
- **Department of Urban Studies and Planning, MIT**, Cambridge, MA 1996-2002
Lecturer: Graduate course, *Bargaining, Negotiation, and Conflict Resolution in the Public Sector*
- **Program on Negotiation at Harvard Law School**, Cambridge, MA 1999-2002
Faculty Associate: Taught semester-length graduate courses on negotiation and mediation for international senior professionals and graduate students.

Education

- M.C.P. Massachusetts Institute of Technology**, Cambridge, MA 1988
Master of City Planning, Department of Urban Studies and Planning
Flora Crockett Stephenson Prize for excellence in writing
- B.A. University of Pennsylvania**, Philadelphia, PA 1982
Bachelor of Arts in philosophy, concentration in social theory