

## MARY MARGARET GOLTEN

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**Mary Margaret Golten, founding Partner of CDR Associates,** is a nationally- and internationally-recognized mediator and facilitator of both small and large multiparty disputes. In addition, since 1978, Ms. Golten has applied and trained others in alternative dispute resolution skills and procedures in both the private and public sectors, including federal, state, and local government.

Recognized as a catalyst in the development of alternative dispute resolution, Ms. Golten has made many contributions to the field. She has extensive experience in environmental and organizational conflict management and negotiation and has been a consultant to numerous private and public organizations, as well as a mediator of complex organizational disputes and public policy dialogues.

Ms. Golten graduated from Stanford University in Palo Alto, California with a B.A. in Psychology and Modern European Literature. She is a member of the Association for Conflict Resolution, served on the Board of ACR's predecessor (SPIDR) and acted as co-chair of ACR's Environmental and Public Policy Section.

### ***SELECTED EXPERIENCE***

**Rocky Flats Nuclear Weapons Facility, Future Site Use Working Group.** Ms. Golten led a team that convened and facilitated a public planning process for this Working Group which was charged with making recommendations to the U.S. Department of Energy regarding future use of the nuclear weapons site. The U.S. EPA, the Colorado Department of Public Health and the Environment, the U.S. Department of Energy, environmental groups, small and large landowners, and development interests worked together for over a year to analyze and make recommendations regarding long-term future site use options. After a long, technically complex and often contentious negotiation, the entire group signed a document making a variety of recommendations to the U.S. Department of Energy.

**State of Pennsylvania, Department of Environmental Resources, Special Protection Waters Regulatory Negotiation.** Ms. Golten convened and facilitated the State's first regulatory negotiation. The controversial mission of the stakeholder group was to draft revisions to the State's water protection act. Participants included the U.S. EPA, other Federal, State and interstate compact agencies; steel, iron, coal, oil and gas industries; farming and other commercial interests; national, State and local environmental groups; "good government" organizations (such as the League of Women Voters); and various citizens' groups.

**Grand Canyon Visibility Transport Commission.** Ms. Golten co-facilitated the Public Advisory Committee of this Commission, charged with developing consensus recommendations regarding emissions management options for reducing regional haze over the Canyon under the Clean Air Act for the Southwestern United States. The Advisory Council included eighty people representing industry, environmental groups, tribal groups, federal agencies (EPA, BLM, U.S. Fish & Wildlife Service, Forest Service, National Park Service), academics and scientists, and other citizens. Ms. Golten also facilitated key meetings of the highly technical Alternatives Assessment Committee. She also helped design a series of public meetings, trained facilitators from the Advisory Committee to run those meetings, and co-facilitated several public meetings. And, finally, she worked with tribal representatives to assure their full integration into this process.

NOW YOU'RE TALKING.

**EPA Regional Superfund Ombudsmen facilitation and training.** Designed and conducted a two-day conflict resolution training, followed by a two-day planning meeting, for the ombudsmen responsible for handling complaints and questions from the public on any aspects of Superfund hazardous-waste cleanup sites. Ms. Golten provided training in skills relevant to this work and in-depth exposure to conflict management concepts. The planning meeting produced consensus on the core functions of the ombudsman role, the information participants would use in measuring their success, and the approach they should take to coordinating their work with EPA headquarters personnel. The ombudsmen also agreed on language for proposed legislation that would take their positions from experimental to permanent status.

**Mining Mediation (parties remain confidential).** Ms. Golten successfully mediated an eleven-year dispute between a large industry and a local community group regarding a silver and copper mine in a Western state. The mine had been closed for several years leaving behind a 400-acre tailings pond. The community's concerns were intensified by the company's intent to open another large mine nearby. The company believed that all appropriate action had been taken and that no need for additional remediation was indicated by the scientific data they had at the time. Resolution included protocol for community involvement in the development of the new project as well as the creation of a fund for joint monitoring and management of the closed mine.

**Vulcan Chemical Company/community group.** Ms. Golten successfully co-mediated a highly contentious dispute between a large chemical company and a neighborhood community group in Northwest Denver regarding a major chemical spill in the neighborhood. Ms. Golten facilitated meetings among all concerned parties and their legal counsel. The centerpiece of the final agreement was the company's commitment to purchasing the only remaining open land in the area to be used as a community park. The community group agreed to work with the chemical company to help the industry as a whole deal with environmental justice issues in the future. (The case originated with a lawsuit under EPCRA—the Emergency Planning and Community Right-to-Know Act.)

**U.S. Forest Service Yellowstone Pipeline Environmental Impact Statement.** Ms. Golten assisted the Lolo National Forest to design and conduct an effective public involvement process for a controversial Environmental Impact Statement (EIS) for the Forest Service, involving the proposed re-routing of a fuel pipeline (the Yellowstone Pipeline) near Missoula, Montana. Ms. Golten's work involved the public involvement process, development and implementation of recommendations to build trust in the EIS process. In this case it meant bringing the public into almost every aspect of the EIS by conducting both large public meetings to receive formal public comments on scoping, and small, informal update meetings (held monthly, with telephone communication with parties in the interim) during the study process.

**Klamath River Basin intervention.** During the winter and spring of 2001, the Klamath Basin (southern Oregon/northern California) experienced a severe drought, contributing to already over-appropriated water resources. In April of 2001, prior to the issuance of the US Fish and Wildlife Service and National Marine Fisheries biological opinions, Ms. Golten consulted with local Bureau of Reclamation and USFWS staff regarding local management of the impending crisis. Subsequently, Ms. Golten facilitated a public meeting to provide the public with information regarding potential outcomes. As a follow up to the public meeting.

**Bureau of Land Management (with other federal agencies)—Crisis Intervention.** In two instances of intense conflict among the requirements of the Endangered Species Act, rights of farmers, tribal rights and needs of the general public, Ms. Golten designed and conducted crisis intervention programs for BLM, Bureau of Indian Affairs, and the US Fish and Wildlife Service. The first was after the BLM's decision to suspend irrigation to 220,000 acres of farmland in southern Oregon in an effort to protect an endangered sucker and a threatened Coho salmon (2001). The second was in northern New Mexico, where extreme drought was thought to further endanger the silvery minnow (2003). In both cases, agency staffs were brought together to look at strategies for communicating in extremely incendiary situations, methods of dealing with defensive people, and strategies for reducing the potential for physical confrontation.

**Tribal Environmental Dialogue: Native American Tribes & Environmentalists Dialogue Regarding Cultural Uses of National Park Lands.** Ms. Golten and a CDR team convened and facilitated a group composed of the National Association of Tribal Historic Preservation Officers and the National Parks Conservation Association. The group worked with stakeholders to organize a series of dialogues among tribal representatives, environmental interests, and the National Park Service regarding guidelines for tribal access to Park lands for cultural and ceremonial purposes. The aim of the dialogues was to develop principles to guide decisions and then to work at selected pilot sites to resolve contentious issues. The project culminated with a "Summit" of three teams (made up of National Park staff, tribes, and environmentalists) from three National Park areas, hosted by the Yurok Tribe in Klamath, California.

**Missouri River Basin "Spring Rise" Proposal Facilitation and Situation Assessment on Developing a Recovery Implementation Plan for Endangered Species.** Ms. Golten participated in the convening and facilitating of a multi-stakeholder process to develop a proposal for a spring rise to mimic historic flows, in order to address spawning and recruitment of the pallid sturgeon, an endangered species. The process involved five federal agencies, twenty-seven tribes, eight states, and multiple other interest groups from the agricultural, navigation, power, and fish and wildlife communities. The proposal was presented to the U.S. Army Corps of Engineers, the manager of the Missouri River.

**U.S. Environmental Protection Agency, Region VIII, Vasquez Boulevard/I-70 Site.** Ms. Golten facilitated meetings of a Working Group of stakeholders to provide timely input to the EPA on the environmental investigations, risk assessment, and site management options for the Vasquez Boulevard/I-70 site. The Working Group is the main forum for discussing the scope of investigations, exchanging information, discussing comments, and identifying information gaps. It includes members of five neighborhoods, the Colorado Department of Public Health and the Environment, the Agency for Toxic Substances and Disease Registry, the City of Denver Department of Environmental Health, and industry, as well as the EPA. The site, was recommended for Superfund listing, has arsenic, lead, and cadmium contamination; the community is predominantly Hispanic and Black, and largely low-income.

**Bujagali (Uganda) Hydroelectric Project.** This \$500 million dam project of the AES Corporation (an international power company) on the Nile River in Uganda near Kampala was intended to be funded partially by the International Finance Corporation. The project was highly controversial because of potential environmental, social, and economic impacts. In June 2000, following release of a draft environmental impact assessment by AES, Ms. Golten convened and facilitated, in

Washington, D.C., the first of three public input processes for international NGOs and other interested parties. After the final EIA was released in April 2001 by IFC, Ms. Golten and her Ugandan partner, convened and facilitated a public input process in Jinja, Uganda, near Bujagali Falls, the site of the proposed project. Approximately 200 people attended the meeting, most of them local villagers with widely differing views of the project. The meeting was conducted in Luganda (one of many local languages) and English. IFC and World Bank staff also attended. In July of 2001 the third public process was held in Washington, D.C., after which recommendations regarding support for the project were made to the World Bank Board.

**Baku-Tbilisi-Ceyhan Oil Pipeline Project.** The International Finance Corporation (IFC, the private sector investment arm of the World Bank Group) and the European Bank for Reconstruction and Development (EBRD) were asked to provide partial financing for the 1760 km, \$3.6 billion Baku-Tbilisi-Ceyhan oil pipeline project. The BTC pipeline runs approximately 1,760 km from Baku, on the coast of the Caspian Sea in Azerbaijan, through Georgia, to a terminal on the Mediterranean coast of Turkey. IFC and EBRD jointly asked CDR Associates' assistance in convening six multi-stakeholder meetings or fora (MSFs) - two in each of the three affected countries. CDR designed the overall strategy and planning process for the meetings; making logistical arrangements in each country in preparation for the meetings; as well as managing the dialogue and interaction among the stakeholders (including IFC, EBRD and BTC Co.) at the specific meetings.

**Okavango River Basin Training, Consultation and subsequent Ministers' Meeting.** Shared by Angola, Botswana, and Namibia, Okavango has been identified as a river basin vulnerable to conflict. CDR played a critical role with the Okavango River Commission (OKACOM) beginning with a highly successful collaborative planning and conflict resolution workshop in 2001. Planning included site visits to three countries and meetings with Commissioners and stakeholders. OKACOM requested a follow-up program for senior governmental officials from the three countries. In May of 2003, Ms. Golten facilitated presentations and discussions and delivered individual sessions on collaborative planning and conflict resolution at a three-day conference. Participants included the senior decision-makers from Angola, Botswana, and Namibia with responsibilities related to water; energy; tourism; development; and environment. This was the first time these Ministers had met to assess the needs of the Basin as a whole.

**Center for People with Disabilities/Disability Working Group – Health Service Delivery Conflict.** Ms. Golten and a CDR team facilitated a series of meetings between HMOs, advocacy organizations, and State Personnel who met to design a model service delivery contract which would ensure the provision of accessible, affordable, in-home medical services for adults and children with severe disabilities. After resolving a host of emotionally charged, complex issues, the Working Group succeeded in drafting approximately 60 recommendations which served as the basis for the current contractual agreements between the State and HMOs for the provision of Medicaid services.

**International Labour Organization, Geneva.** In conjunction with staff of the ILO's Office of the Ombudsperson, Ms. Golten designed, developed materials for and delivered two three-day training programs for facilitators and managers at the headquarters office of the ILO. The purpose was to prepare managers and facilitators at the ILO to handle conflicts and negotiations in a constructive and creative manner. CDR provided an initial training for trainers to build the capacity of that office

as they prepared for future programs. CDR provided ongoing case consultation to the Office of the Ombudsperson, to evaluate their progress and assist them with the most complex cases.

**University of Wyoming – Biodiversity Initiative.** Ms. Golten worked closely with a multi-disciplinary group of scientists on the UW faculty who were charged to establish a campus-wide Biodiversity program. The goal of the program was to provide leadership in interdisciplinary teaching, research and scholarship to address the central challenges in the field. Ms. Golten assisted the Task Force (as well as senior leadership of the University) in identifying the central issues, designing meetings to investigate these issues, and making the necessary decisions to make the Biodiversity Initiative a reality. With CDR assistance they were able to reach consensus under an impending deadline and successfully submitted a plan to the President of the University which became an important initiative, presented to the State Legislature and key donors.

**U.S. Bureau of Reclamation.** Consulted, designed, and implemented a mediation system to resolve Equal Employment Opportunity (EEO) complaints and personnel grievances. At this point both five-day mediation training programs and advanced training and consultation have been offered for both human resource officers and collateral duty officers from every office of the Bureau, nationwide. Ms. Golten has acted as an advisor and consultant as well as trainer in this program.

**National Park Service and US Geological Survey Advanced Training in Dispute Resolution.** A follow-up to a course conducted in 2002 for the same mediators, trained originally by CDR in 2000. Ms. Golten worked with leadership from both agencies to design these three programs, based on the needs and experiences of the USGS and NPS staff from 2000 to 2004. The 2004 course, conducted by Ms. Golten, included training as well as systems design and consultation assistance.

**U.S. Army Corps of Engineers – Negotiation, Conflict Management and Dispute Resolution.** Contracted by this Federal agency to conduct a series of four-and-a-half day seminars on a range of collaborative problem solving and dispute prevention/ resolution procedures. The focus was on both internal organizational and public issues including contract disputes, planning processes environmental controversies and partnering. Procedural topics covered included conflict analysis procedures, negotiation strategies and skills, facilitation and mediation procedures, mini-trial processes, and the implementation of dispute review boards.

**Trinity River Restoration Program (TRRP) Facilitation and Consensus Decision Making Training, Northern California.** Ms. Golten co-designed and co-facilitated a two-day consultation and training program for TRRP scientists. The group had asked for assistance in building their team process, as well as in addressing specific and ongoing internal and external conflicts. The seminar addressed communication skills, facilitation skills, the interest-based negotiation process and consensus decision making. Participants included scientists from the U.S. Bureau of Reclamation, U.S. Fish and Wildlife Service, U.S. Forest Service, Hoopa Tribe, Yurok Tribe and State of California natural resource management agencies.

**U. S. Army Pine Bluff Arsenal Leadership and People Skills Training.** Ms. Golten and a CDR colleague designed and conducted two, two-day Leadership Skills trainings and four one-day People Skills trainings to approximately 200 Pine Bluff Arsenal employees. The programs involved interactive activities and presentations on communication skills, interest-based negotiation, building trust and team building.