

## RESUMÉ

### CONTACT INFORMATION:

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**SERVICES OFFERED:**    Mediation  
                                  Facilitation  
                                  Consultation  
                                  Training

Lucy Moore Associates specializes in natural resource and public policy conflicts that often involve a multi-cultural component. Working with government agencies, communities, tribes, organizations, companies and individuals our goal is to improve working relationships and resolve conflicts. We provide a wide range of services including mediation of disputes, negotiation of policy or regulations, design of public involvement processes, facilitation of large and small meetings – all designed to help government, stakeholders and citizens work together in a productive and satisfying way. With a diverse team of colleagues and a strong background in Native American and southwest Hispanic issues, we bring cultural and regional sensitivity to all our work.

A nationally-known trainer in cross-cultural communication, mediation skills and facilitation basics, Lucy has worked with hundreds of agency staff, environmentalists, tribal leaders, land-based communities, business and industry representatives, and many others over the years. Tailored trainings include “Cross-cultural Alliance Building,” “Dealing with Hostile Meetings and Difficult People,” and “The Power of Apology.”

Having lived in Navajo Country and worked with tribes throughout the country, Lucy also has a credibility and depth of experience that allows her to play critical roles in projects and conflicts that include tribal issues and participants.

Lucy regularly mentors those who might otherwise not have access to the Alternative Dispute Resolution field, believing that the future health of the profession depends on its diversity and accessibility. [see photo to right]



*Lucy, center, with mentees Jasmin Munoz and Raven Pinto 2019*

## **SAMPLE OF RELEVANT PROJECTS**

Los Alamos National Labs, Natural Resource Damage Assessment: I am currently working as a mediator with the Trustee Council for the Los Alamos Labs NRDA process. The tasks before the council include hiring a contractor to implement the Assessment Plan, overseeing implementation of the plan, identify and prioritizing restoration projects, and communicating with the public at critical points. The council includes three New Mexico Pueblos (Jemez, Santa Clara and San Ildefonso), the Department of Energy, the NM Natural Resource Trustee, and the Forest Service.

EPA-Tribal Wetlands Project: With a colleague I have worked with EPA to develop and implement a strategy for increasing the capacity of western tribes to manage and protect their wetlands resources. We interviewed tribal staff throughout the west, produced an assessment report, and planned for and facilitated a three-day workshop in October 2017 where over 50 western and southwestern tribes gathered to learn and exchange information and initiate regional collaborative efforts. We held monthly conference calls with an EPA steering committee for the project, as well as monthly calls with a tribal planning group for the workshop. We are now planning for a similar workshop for the northern Rockies tribes to be held in the spring of 2021.

Army Corps of Engineers, Line3 Replacement Project: This project involves the replacement of an existing oil pipeline running through Minnesota. I consulted with the Corps on government-to-government consultation and communication with tribes participating in the 106 Historic Preservation Act process. Over 15 tribes as far west as Wyoming are involved, each with a different history and perspective on the pipeline route. I facilitated and produced a report on a three-day meeting where the Corps and tribes discussed development of a plan for archaeological surveys of the route by tribal members.

National Park Service listening sessions: I worked with the National Park Service as they transitioned to managing the Valles Caldera National Preserve, a unique 90,000 acre resource that sits atop an extinct volcano in northern New Mexico. Under management by a collaborative board of federal, state and private interests, the property has been the focus of activity for ranchers, hunters, hikers, bikers, horsemen, skiers, showshoers, campers, wildlife watchers, and more. It is also home to several sites of cultural and religious importance to Indian pueblos that surround the preserve. Wanting to understand the depth and breadth of concerns and visions for the preserve, NPS asked me to consult, design, facilitate and summarize three listening sessions with the public. Each was attended by over 120 citizens who had much to offer the agency in terms of past experiences and future hopes.

Mediator, Water Rights Adjudication: The Navajo Nation and the State of New Mexico agreed to attempt negotiation of water rights issues in the San Juan Basin of northwestern New Mexico. As mediator for those negotiations, I consulted with parties, designed the process, mediated sessions, prepared agendas and kept the record. Issues included the agricultural needs of the Navajo Nation, existing non-Indian water uses in the basin, endangered species needs, and the role of citizens, both Navajo and non-Navajo in the negotiation process. The settlement, reached in 2004, calls for over \$ 900 million in projects to benefit both Indian and non-Indian communities.

US Forest Service design and facilitation: During 2010 and 2011, I assisted the Forest Service in its revision of the Forest Planning Rule in several ways. I designed and facilitated a multi-stage public and stakeholder involvement process in Region 3. I consulted with headquarters on tribal involvement in the process and helped design a process for both collaboration and consultation. Finally, I planned and facilitated three tribal conference calls – each with participation by over 75 tribes from around the country, including Alaska –where tribal leadership and staff could enter into dialogue with USDA leadership in Washington. The calls were successful in allowing tribes of different levels of capacity and resources to participate equally in conversation about the Forest Service planning rule and its revision with top leadership of the agency. Without these three opportunities most tribes would not have been able to participate in this dialogue due to prohibitive travel costs and staff shortages.

From 2014 to the present, I have worked with the Santa Fe National Forest to design and facilitate community meetings on the forest plan revision. Our most recent meetings dealt with the forest’s review of wilderness needs and criteria. The public participated energetically in discussions about what criteria should be used to designate wilderness, and whether or not there is a need for more, or less, wilderness.

Facilitator, Middle Rio Grande ESA Collaborative Program: During the formative years of the effort, I facilitated bi-monthly meetings of the Steering Committee of the ESA Collaborative Program, whose scope includes the reach of the Rio Grande between Otowi gauge and Elephant Butte Reservoir. The goal of the program is to achieve protection of endangered species while preserving the economic viability of farming, ranching and economic development in the basin. The Steering Committee develops new strategies for water management, water use, conservation, and research, and funds several projects each year. The process operates by consensus, and the participants include representatives from the Bureau of Reclamation, the Army Corps of Engineers, US Fish and Wildlife, Bureau of Indian Affairs, six state agencies, the City of Albuquerque, the Middle Rio Grande Conservancy District, a business and industry group, and several environmental organizations. Key parties also include six Native American Pueblos whose land is bisected by the river. Coordination with pueblo restoration projects is central to the success of the dialogue and development of the habitat conservation plan.

Mediator, Stakeholder Assessment Process and Regulatory Negotiation Process: The FAA and the National Park Service have been unable to address the problem of overflight noise at Grand Canyon since the Overflights Act of 1987. Interagency conflicts and pressure from both air tour operators and environmentalists have paralyzed the agencies. In an attempt to break the deadlock and develop regulations for aircraft over Grand Canyon, the agencies convened the Grand Canyon Working Group, a regulatory negotiation committee formed to work with the agencies to create solutions to the overflight noise problem at Grand Canyon. The Working Group included 20 interest groups, from air tour operators to environmental organizations, as well as four tribes, three federal agencies, and the commercial airline and general aviation interests. I facilitated the bi-monthly meetings, preparing agendas and summaries, and consulting with the parties. The process which ran from 2004 – 2009, resulted in 27 recommendations that formed the basis for the Air Tour Management Plan at the Grand Canyon.

Mediator, Superfund Site, EPA: An abandoned gold mine at Summitville in southwestern Colorado contributed to water contamination in the Alamosa River and was declared a Superfund Site. The communities downstream of the mine site struggled with issues of quality of life, sustainability of their rural agricultural lifestyle, and property values -- all impacted by the water contamination. My conflict assessment determined a collaborative process with community leaders and state and federal agencies would be worth trying. The process, which I mediated, included the State of Colorado, EPA, the communities, and other parties interested in developing and implementing common goals for the restoration of the watershed. Parties worked together, at both the technical level and the policy level, to develop a plan by consensus as well as proposals for funding. Parties also were able to submit a set of recommendations to the Colorado Water Quality Control Commission for changes in the standards for the surface water in the Alamosa River. In addition to the mediation, I designed and facilitated a series of public forums to keep the community informed and the process accountable.

### **SELECTED TRAINING PROJECTS:**

**Working with Hostile Meetings and Difficult People:** I presented 12 trainings on this subject for nine EPA regions, offering it twice in Chicago, New York and at headquarters in Washington, DC. The day long training covers the roots of hostility, preparing to avoid hostility, specific techniques, and developing your own style. Video clips of actual public meetings and role play scenarios are also included.

**The Power of Apology:** With two colleagues, I delivered this training to several EPA regions as well as the Center for Disease Control. The training includes footage of actual public apologies.

**Cross-Cultural Aspects of Dispute Resolution:** I have offered this course to several clients in the past ten years, including environmental and community groups, federal and state agencies, and a group of mediators from Russia. Teaming with Hispanic and Native American colleagues, I have co-led several workshops in alliance-building across cultural barriers for environmentalists and land-based communities.

**Facilitation Skills:** I also have offered facilitation skills courses, both at the basic and advanced levels, for clients, including an association of professional engineers, community groups, tribes, and an international association of public participation professionals.

### **PREVIOUS EXPERIENCE:**

- Co-Founder, Western Network, a non-profit and one of the leading natural resource mediation firms in the country.
- Policy Aide for Indian Affairs for Governor of New Mexico, responsible for developing state policy on Indian issues and improving tribal/state relations. Facilitated several meetings between state and tribal officials. A contract negotiation among three jurisdictions, federal, state and tribal, resulted in an inter-generational day care program for young children at a

nursing home for Indian elders. Negotiations included Medicare and Medicaid issues, tribal religious beliefs, and issues of state regulation on tribal land.

- Justice of the Peace, Apache County, Arizona, including a portion of the Navajo Indian Reservation, with jurisdiction over non-Indian defendants. Held trials and preliminary hearings, served as coroner, performed marriages, registered over 2,000 Indian and non-Indian voters, supervised elections.

#### **SAMPLE PUBLICATIONS:**

- “More Justice, More Peace: When Peacemakers are Advocates,” (Chapter), Rowman and Littlefield, 2020,
- “Common Ground on Hostile Turf: Stories of an Environmental Mediator,” Island Press, 2013, 210 pp. (Winner, ACR Pickett Award)
- “Re-Centering Culture and Knowledge in Conflict Resolution Practice,” (Chapter), Syracuse University Press, 2008
- "Into the Canyon: Seven Years in Navajo Country," University of New Mexico Press, 240 pp., 2004. (Winner, Best Memoir, Women Writing the West)
- "Cross-Cultural Challenges in Environmental Dispute Resolution," Association for Conflict Resolution Magazine, January 2003.
- "How I Learned to Stop Whining and Do Something About Diversity," SPIDR Newsletter, fall 1998.
- "Creating Dialogue between Decision-Makers and Communities: Community Resource Mapping in Northern New Mexico," International Association for the Study of Common Property Journal, Fall 1996.

#### **SAMPLE PROFESSIONAL PRESENTATIONS:**

- “Conflict Rooted in History: Finding Common Ground When the Ground is Still Blood Stained,” Association for Conflict Resolution annual conference 2019
- “Voices from the Field: Stages of Practice,” Association for Conflict Resolution annual conference 2019
- Program Chair for Environmental and Public Policy section of the Association for Conflict Resolution, annual conference, 2016
- “Environmentalists Clash with Tribal Sovereignty,” panel presentation, ECR, Tucson, 2010
- “Lessons from the Field,” Advanced training for mediators, ECR, Tucson, 2010
- “Tapping into the Multiplicity of Diverse Approaches for Collaboration on Public Issues: Making Strategic Choices,” panel presentation at Environmental Conflict Resolution Conference, 2008.
- “To Tell the Truth: Challenges to Multi-party Mediations,” panel presentation at

Environmental Conflict Resolution Conference, 2008

- “Are They Better Off Without Us?” leader, workshop for mediators at Association for Conflict Resolution Annual Conference, Phoenix, Arizona, 2007
- "Keep the Waters Flowing: Lessons from Two Negotiated Water Rights Settlements," American Bar Association, ADR Sector, Los Angeles, CA, April 2005
- "Cases You Would Rather Forget: Challenges and Practical Answers," ACR Annual Conference, September 2004

**EDUCATION:**

1966 B.A., cum laude, General Studies, Harvard University

**PROFESSIONAL TRAINING:**

Advanced Mediation Skills, Institute for Mediation and the Law, 1988, 1997  
Collaborative Negotiations and Mediation Skills, The National Center, 1987  
Environmental Mediation, ROMCOE, Lincoln, Aggens, 1983

**PROFESSIONAL ASSOCIATIONS:**

- Coordinating Committee, Native Network, US Institute for Environmental
- Member, Association for Conflict Resolution
- Member, International Association for Public Participation
- Member, New Mexico Mediation Association

*Lucy is profiled in: “Public Dispute Mediators: Profiles of 15 Distinguished Careers,” a publication of the MIT Consensus Building Institute.*

*She is also recipient of the 2015 Sharon Pickett Award for outstanding conflict resolution service and writing by the Association for Conflict Resolution.*