

## **Mallory Huggins**

### **Senior Policy Director**

1730 Rhode Island Avenue NW, Suite 509 | Washington, DC 20036 | 970.513.5826 | mhuggins@keystone.org

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Mallory has nine years of experience working as a facilitator and communicator for government agencies, regulatory bodies, and nonprofits. She is currently a senior policy director focused on Keystone's energy, environment, and climate and emerging genetic technologies program areas. Mallory designs and facilitates stakeholder engagement projects from day-long summits and multi-day workshops to long-term coalitions and manages projects across a variety of topics, including energy policy, environmental justice, and synthetic biology. She also staffs the Keystone Energy Board, a multi-stakeholder group with representatives from across the energy sector, including members from environmental organizations, utilities, power producers, oil and gas companies, federal, state, and local government agencies, renewable energy advocates, and more.

Prior to joining Keystone, Mallory worked for the North American Electric Reliability Corporation, where she facilitated meetings of utility companies, regional coordinating councils, and trade associations to develop standards for the electric utility industry. She is trained in facilitation, mediation, and negotiation and is an experienced communicator, having facilitated workshops and webinars and deployed outreach tools for energy industry stakeholders continent-wide.

### **Keystone Facilitation & Project Experience**

#### **CRISPRcon**

With CRISPR/Cas9, the scientific community has handed the world an incredible tool: the ability to precisely edit the DNA in living cells. This technology could have a profound impact on conservation, agriculture, and human health. It also raises important questions related to bioethics, environmental impacts, safety, regulation, and public engagement. Keystone is working with a steering committee of thought leaders across multiple industries to develop programs across the world that elevate the voices of those who could be impacted by CRISPR and other gene editing technologies. These stakeholders will play a critical role in assessing the potential of CRISPR to transition from the lab to the outside world. Johanna and the Keystone team are working to develop dynamic agendas with both cross-cutting and topic-specific panels, breakout sessions, and networking events featuring thought leaders from academia, industry, civil society, and government. Speakers for CRISPRcon events represent a range of interests and perspectives from the United States and beyond on science, farming, environmental protection, animal health, disease and vector control, patient advocacy, disability rights, racial justice, indigenous cultures, religion, science communications, environmental protection, regulatory systems, community and intergenerational engagement, and more. In addition to program development and facilitation, Keystone handles project management, logistics, and sponsorship for all CRISPRcon events. (April 2017–present)

#### **Next 100 Coalition**

Mallory is co-lead on the Keystone team facilitating the Next 100 Coalition, which comprises over 50 members from civil rights, environmental justice, outdoor recreation, and conservation associations working to make parks and public lands more diverse and inclusive. The Coalition is striving to build a national parks and public lands system that reflects the diversity of the nation, demonstrates respect for all cultures, and actively engages diverse communities. Mallory coordinates the efforts of the

Colorado-based contingent of the Next 100 Coalition and supports the overall Coalition's policy, communications, and outreach efforts. (March 2016–present)

### **Keystone Energy Board**

Mallory supports the work of the Energy Board, which includes helping the Steering Committee set priorities and establish agendas. She works with the Director of the Energy Board to develop and execute three meetings each year. This multi-stakeholder group includes representation across the energy sector, including in its membership representatives from environmental organizations, utilities, power producers, oil and gas companies, federal, state, and local government agencies, renewable energy advocates, and more. (July 2015–present)

### **Environmental Protection Agency Region 8 Wetlands Conference**

With staff from EPA Region 8, Mallory is organizing a 150-person wetlands conference. The conference will convene nonprofits and federal, state, tribal, and local groups to share information and best practices related to wetlands management. (July 2016–October 2017)

### **Stakeholder Engagement for Development of Medicaid Explanation of Benefits in Colorado**

Colorado Senate Bill 16-120 requires the Department of Health Care Policy and Financing (HCPF) to make available an Explanation of Benefits (EOB) to Health First Colorado (Colorado's Medicaid Program) members. The purpose of this bill is to identify possible provider fraud, waste, and abuse. Mallory was part of the Keystone team that worked with HCPF to develop and revise the EOB (and supporting educational materials) in conjunction with Health First Colorado members and other key stakeholders to ensure that members understand the information provided in the EOB and its purpose. This stakeholder engagement process included key informant interviews, 30 interviews with Health First Colorado members across the state, and a stakeholder meeting to present an updated EOB and accompanying educational materials for final feedback. Keystone also developed a communications toolkit to support the clear and effective dissemination of the EOBs. (January 2017–June 2017)

### **Colorado Commission on Affordable Health Care**

The Colorado Commission on Affordable Health Care was a three-year commission created by the Colorado General Assembly's passage and Governor John Hickenlooper's signing of SB14-187. The Commission's mission was to ensure that Coloradans have access to affordable health care in Colorado; it was charged with making recommendations to the General Assembly focused on evidence-based cost control measures, access to care, and quality health care improvement initiatives as well as the cost-effective expenditure of limited state moneys to improve the health of Colorado's population. Mallory was part of the Keystone team that staffed the Commission, including process design, meeting facilitation and documentation, communication and outreach, drafting annual reports to the General Assembly, and the design and implementation of annual statewide public outreach meetings. (May 2016–June 2017)

### **Substance Use Disorder Services Stakeholder Assessment in Colorado**

Colorado Senate Bill 16-202 aims to increase access to effective substance use disorder services. Mallory was part of a Keystone team that worked with the regional Managed Service Organizations to conduct a stakeholder assessment process – including interviews, statewide meetings, and surveys – to solicit feedback on gaps in services, identify what is working well, and prioritize needs to determine how to most effectively allocate funding for substance use disorder services within each region. (September 2016–May 2017)

### **Study Scoping Meeting on Intersection of Natural Gas and Electricity Sectors**

Mallory facilitated a daylong study scoping meeting for the National Renewable Energy Laboratory's Joint Institute for Strategic Energy Analysis to prioritize research questions on operational and investment challenges related to the intersection of natural gas and the electricity sector. (October 2016)

### **Maternal Mental Health Workforce Scan**

Keystone worked with the Walton Family Foundation to understand the current efforts and opportunities in Colorado around increasing the professional pipeline, as well as workforce development and training, related to maternal mental health. The goal was to identify sustainable changes in how perinatal mental health is addressed and how community systems operate to advance a professional workforce trained in various disciplines to support mental health. Mallory and another Keystone colleague conducted an assessment by researching the subject and interviewing individuals involved in perinatal mental health and workforce development. (October 2015–October 2016)

### **Landscape Stewardship Initiative**

Mallory supported the Landscape Stewardship Initiative, which formed to bring together industry leaders – landscapers, power equipment manufacturers, landscape designers, turf producers, irrigation professionals, and relevant associations – NGOs, academia, conservation organizations, and other thought leaders to work with communities to understand the value of managed landscapes and create tools that decision makers can use to create and maintain sustainable landscapes. (February–July 2016)

### **Enhancing Healthcare Infection Control Assessment and Outbreak Response**

Following the recent Ebola outbreak and the needs it highlighted for more robust infection control assessment and response plans, Keystone partnered with the Association of State and Territorial Health Officials and the Centers for Disease Control and Prevention to convene a national effort to identify best practices and valuable implementation steps. Through a combination of site visits in select states and extensive regional meetings involving cross-sector teams from states and other participating jurisdictions, Keystone designed and facilitated a dialogue focused on determining strategies for optimizing the capacities of public health agencies in responding to infectious disease incidents. Mallory's work focused on design of and logistical support for two national meetings; she also served as one of the facilitators for the national meetings. These discussions culminated in a report providing guidance at the national, regional and state levels, as well as state-specific action plans. (April–June 2016)

### **Businesses and Schools in Collaboration**

Mallory edited all communications materials – including a core set of messaging documents and content for a public-facing website – that Keystone produced for Businesses and Schools in Collaboration, an organization that is adapting the Swiss apprenticeship model to Colorado's economy. (January–March 2016)

### **Maryland Managed Pollinator Protection Plan Summit**

Mallory worked with the Maryland Department of Agriculture (MDA) and the University of Maryland to plan and facilitate a statewide Managed Pollinator Protection Plan (MP3) Summit for 70 stakeholders, including conducting a stakeholder assessment leading up to the event. The purpose of the Summit was to enable MDA, other state agencies, and key stakeholders to discuss and identify significant opportunities to promote managed pollinator health and establish a framework for open communication and collaboration. The Summit report that Mallory developed served as the foundation for MDA's development of the Maryland MP3. (October 2015–February 2016)

### **Strategic Management of the Tobacco Health Coalition**

Mallory researched the efficacy of the current allocation of dollars from Amendment 35, Colorado's tobacco tax that went into effect in 2005. (October–December 2015)

### **Select Other Facilitation Experience**

#### **Soliya Connect Program**

Soliya's Connect Program provides an online platform for cross-cultural dialogue for students in countries across the Middle East, North Africa, South Asia, Europe, and North America. For two semesters so far, Mallory has worked with a partner to facilitate substantive weekly dialogue sessions on identity, culture, politics, and current events for a group of students from across the world. (October 2015–present)

#### **Standards and Compliance Workshop**

Mallory organized and facilitated the North American Electric Reliability Corporation's (NERC's) biannual Standards and Compliance Workshops, which provided hundreds of industry stakeholders with the opportunity for dialogue on existing and upcoming NERC initiatives related to standards and compliance. (September 2010–March 2014)

#### **Adequate Level of Reliability Task Force**

Mallory facilitated a team of electric industry subject matter experts in the review of the definition of "adequate level of reliability." The task force developed a new definition that encompassed NERC's responsibility to ensure the reliable planning and operation of the bulk electric system and assess its capability. (August 2012–December 2013)

#### **Generator Requirements at the Transmission Interface Standard Drafting Team**

Mallory facilitated a team of experts in revising requirements to add significant clarity to generator owners and generator operators regarding their obligations at the interface with the interconnected grid. The team's work resulted in a unique solution that not only received broad-based support in its immediate application, but also was applied to related projects going forward. (June 2010–September 2013)

#### **Standards Committee Communications and Planning Subcommittee**

Mallory facilitated NERC's Standards Committee's Communications and Planning Subcommittee, a group of energy industry communications experts. The subcommittee communicated with stakeholders to improve the standards development process and provide information about standards to end-users through engagement in various stakeholder forums, including a weekly standards and compliance bulletin that serves more than 3,000 industry stakeholders. (June 2010–July 2013)

### **Education, Training, and Certificates**

**Georgetown University**, M.A. in Conflict Resolution, with distinction (2010)

**University of Richmond**, B.A. in Rhetoric and Communication Studies, summa cum laude (2008)

**Soliya**, Advanced Facilitation Training, 20 hours (2015)

**Northern Virginia Mediation Services**, Mediation Skills and Processes, 24 hours (2010)

### **Employment**

**Keystone Policy Center**, Senior Policy Director – Denver, CO (July 2015–present)

- Manages projects and coordinates the efforts of project teams
- Facilitates meetings and teleconferences

- Conducts stakeholder assessments and designs dialogue processes
- Researches policy issues
- Writes, designs, and edits project documents and other materials (including meeting summaries, final reports, agendas, electronic correspondence, website text, and surveys)
- Communicates with participants, funders, and interested parties
- Develops new projects, researches project and funding opportunities, writes proposals, and develops work plans and budgets

**North American Electric Reliability Corporation, Senior Communications Coordinator – Washington, D.C. (March 2014–June 2015)**

- Developed and implemented communications strategies and messaging on key issues for the standards, compliance, and enforcement departments
- Conducted outreach and delivered presentations to industry stakeholders and trade associations
- Fostered relationships with communications staff from eight regional entities
- Initiated and produced weekly bulletin for 3,000+ stakeholders; researched and wrote articles for monthly NERC newsletter; produced content for regular email, webinar, and web communications

**North American Electric Reliability Corporation, Standards Developer – Washington, D.C. (June 2010–February 2014)**

- Facilitated teams of up to 20 senior industry volunteers from regional coordinating councils, utility companies, and trade associations to develop high quality reliability standards by coordinating monthly conference calls, in-person meetings across the country, and regular email correspondence
- Managed electric reliability standard development projects from inception through preparation of legal petitions and filings with FERC and regulatory authorities in Canada
- Developed framework for standards department outreach to hundreds of industry stakeholders
- Organized and directed biannual workshops for more than 200 industry stakeholders

**LivingSocial, Freelance Writer – Washington, DC (June 2010–November 2012)**

- Wrote concise, witty copy for daily deals

**Federal Energy Regulatory Commission, Dispute Resolution Specialist – Washington, D.C. (January 2009–May 2010)**

- Produced content for the Dispute Resolution Service intranet site and planned internal alternative dispute resolution programs
- Collaborated with students from Harvard Law School's Negotiation and Mediation Clinical Program on comprehensive internal evaluation of dispute resolution at the Commission
- Served as a liaison for the U.S. Institute for Environmental Conflict Resolution's Native Network