

Judith A. O'Brien**Director, Keystone Energy Program and Strategic Partnerships**

1730 Rhode Island Ave, NW | Ste 509 | Washington, DC, 20036 | 202.452.1592 | jobrien@keystone.org

Judy has been a facilitator and mediator with Keystone since 1995, engaging in projects spanning across multiple practice areas, including energy, health, environment, and agriculture; and since 2015, she has concurrently held the position of Director for Strategic Partnerships. In this capacity, Judy works directly with the president and CEO and senior staff to both identify and develop relationships with key leaders relevant to Keystone's programmatic and practice areas, thereby enhancing Keystone's presence in Washington, D.C. and beyond. A principal role for Judy has been management of the Keystone Energy Board, a group of up to 45 energy experts, which meets three times a year to discuss cutting edge policy and technology issues within the context of energy, the environment, and the economy. She has also facilitated stakeholder groups on both energy and environmental issues, including electricity transmission siting; natural gas pipeline siting; the marketing of green products; development of regional transmission organizations; nuclear reactor decommissioning; and environmental technologies and international markets. In the health area, Judy has been a part of the facilitation team on several initiatives, including the Keystone Food and Nutrition Roundtable, obesity prevention, medical care for those with HIV/AIDS, and prescription drug labeling. Additionally, Judy has experience facilitating several strategic planning initiatives designed to assist organizations create inclusive, multi-stakeholder processes to further their internal and/or sector-related policy strategies.

Mediation and Facilitation Experience**Keystone Energy Board**

Judy directs the work of the Energy Board. As the project director and lead facilitator, Judy helps the Board's steering committee set priorities and establish its agendas. She is responsible for developing and executing three meetings each year, for this multi-stakeholder group that includes representation across the energy sector, e.g., environmental organizations, utilities, power producers, oil and gas companies, federal, state, and local government agencies, renewable energy advocates and more. The Keystone Energy Board relies on Judy's ability to anticipate cutting-edge energy questions and engage all of the members in discussions that advance collaborative answers to those questions. (Ongoing)

U.S. Offshore Wind Leadership Summit

Facing the potential and expected growth of offshore wind energy development, Judy worked with the University of Delaware's Special Initiative for Offshore Wind (SIOW) to host the U.S. Offshore Wind Leadership Summit in March 2015. The summit, attended by U.S. offshore wind leaders and their European counterparts, discussed the challenges and opportunities associated with new offshore wind technologies, growing public and private investments in offshore wind, and other emerging issues.

The Keystone Policy Center's work was instrumental in helping the SIOW team to define the agenda; conduct stakeholder interviews; and facilitate the discussions over the course of the two-day meeting.

The summit resulted in a platform of critical, near-term strategic actions that the participants agreed to carry forward. (2015)

Duke Energy Environmental Advisory Meetings

In order to help Duke Energy, enhance and strengthen its relationships with external stakeholders, Judy has worked with the Duke Sustainability team to convene and facilitate several meetings, attended by representatives from Duke and environmental and energy advocacy organizations since 2006. The meetings have served as a productive forum to both share information and discuss the relevant policy issues faced by all parties. (2006, 2008, 2010, 2012, 2014)

The Green Products Roundtable

Judy served as a lead facilitator and project director for the Green Products Roundtable (GPR), a multi-stakeholder group comprised of approximately 35 members involved in different aspects of green products manufacturing, distribution, certification, research, and consumer education. The mission of the GPR was to provide leadership to improve decision-making capabilities of institutional buyers and businesses, product manufacturers, and consumers by bringing clarity to the green products marketplace. Judy provided day-to-day leadership for GPR members and project team through her problem-solving skills and organizational capabilities. While the formal role of the Keystone Center in this project has ended, the work of the Roundtable continues through the [Sustainable Purchasing Council](#), an independent nonprofit organization that was established by members of the GPR steering committee and builds off the collaborative process initiated by Keystone. (2012)

The Keystone Food and Nutrition Roundtable

Judy was instrumental in convening the roundtable, bringing food companies, advocacy and non-profit organizations and government agencies into a forum for dialogue aimed at creating durable improvements in the American diet and long-term improvements in public health. The roundtable included non-governmental organizations interested in health and consumer issues; the food industry; food- and nutrition-related associations; academicians studying nutrition, marketing, and public policy; and, in an ex-officio capacity, federal agencies. In 2008, Judy helped the roundtable develop and launch the Smart Choices Program™, a better-for-you icon for food products that met consensus standards for healthier food. (2009)

Keystone Transmission Dialogue

Judy served as the project director for this 35-person dialogue. The goal of this initiative was to examine barriers and create recommendations for state and federal policymakers regarding the development of regional transmission facilities as one possible solution to improving our national energy infrastructure. (2005)

Department of Defense (DoD) Financial Management Workforce Development Integrated Process

The facilitation team, including Judy, worked to help the Department of Defense's financial managers create a DoD-wide training program for the technical competencies of the 500 series of financial managers. Facilitation entailed reaching consensus on a set of core competencies broken down into four developmental levels and coupled with options and sources for training among work series groups

and aligning certification requirements, where required, with the appropriate technical core competencies and training requirements. (2005)

U.S. Army Environmental Strategy (AES) Forum

Judy served as the project director and lead facilitator for this two-day forum designed to provide stakeholders an opportunity to advise the Assistant Secretary of the Army for Installations and Environment. The forum was considered a foundation for the development of a new AES that would be relevant through 2030, with an underlying theme of sustainability. (2003)

Keystone Dialogue on Natural Gas and Cleaner Power

Judy served as the project director and lead facilitator for this multi-party stakeholder dialogue that focused on addressing issues relating to interstate natural gas pipeline infrastructure. The project resulted in consensus-based recommendations regarding development of new pipeline capacity or the expansion of existing pipeline capacity. (2002)

National Foundation for Environmental Education Strategic Planning

Judy served as project director and lead facilitator for this one-day strategic planning session for the National Foundation for Environmental Education (NREE). The purpose of the meeting was to define a strategic direction for NREE to detail a plan of action that supports the mission of the organization, defines the role and infrastructure of the board, details priorities for the board and staff, and provides a timeline for progress. NREE intended to use the plan to evaluate organizational goals and objectives. Extensive interviews were conducted in the convening phases of this effort, which helped shaped the agenda and focus for the meeting. (2001)

API Downstream Committee Meeting

As project director, Judy organized and facilitated this high-level meeting of executives within the American Petroleum Institute's (API) Downstream Committee. The purpose of the strategic planning session was to engage in a discussion about the current potential impact of API's Downstream Committee with regard to environmental policies and the public's perception of the industry. Extensive interviews were conducted in the convening phases of this effort, which helped shaped the agenda and focus for the meeting. (2001)

IPIECA Strategic Issues Assessment Forum Stakeholder Dialogue

Judy served as the project director for this international strategic planning discussion among members of the International Petroleum Industry Environmental Conservation Association (IPIECA) and external stakeholders from environmental and government organizations. The goal of the two-day meeting was to help inform IPIECA's internal strategic planning process as they examine the environmental challenges for delivering affordable energy for the next 20 years. An extensive interview process was conducted during the convening phase, which helped shape the agenda. (2001)

Keystone Dialogue on the Development of Regional Transmission Organizations

Judy led this 30-person dialogue evaluating the trend toward the creation of regional entities to manage the transmission of power in the electric utility industry. The goal of the dialogue was to develop consensus-based recommendations for policy makers and stakeholders necessary to make the

marketplace more effective and efficient given this new environment. The group issued its consensus report on July 28, 2000. (2000)

Keystone National Policy Dialogue on Munitions

Judy co-facilitated this 40-person, national dialogue on munitions management involving senior officials from the U.S. Department of Defense, the 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. (2000)

Keystone National Dialogue on Climate Change

Judy assisted in the scoping and development of this national policy dialogue which led to development of a shared, long-term strategic vision accompanied by near-term, concrete actions that would enable the United States to provide leadership in protecting the Earth's climate system for future generations. The final report was issued in June 2003. (2003)

Keystone Dialogue on Commercial Nuclear Reactor Decommissioning Issues

Judy facilitated and assisted in the management of this 30-person dialogue convened in 1998 to address issues associated with the restructuring of the electricity industry and its impact on the decommissioning of commercial nuclear power plants. The overarching goals of the dialogue were to engage in critical information exchange, and to develop a consensus-based document designed to provide policy guidance to state and federal regulators. (1999)

Endocrine Disrupter Screening and Testing Advisory Committee

A Keystone facilitation team, including Judy, helped a 40-person, federally-chartered advisory committee develop consensus recommendations on a strategy for screening and testing chemicals and pesticides. Specifically, the group made recommendations to the U.S. Environmental Protection Agency on the agents' potential to disrupt the endocrine (i.e., hormone) systems of wildlife and humans. Judy was responsible for the facilitation and work products of the Communications and Outreach Work Group, which sought to develop recommendations on a communication strategy for implementing the screening and testing program being developed by the advisory committee. (1998)

Project XL, U.S. EPA, Office of Reinvention

Judy worked as one member of the facilitation team on this important reinvention initiative designed to explore alternative regulatory approaches to achieving superior environmental excellence in as efficient a way as possible. More than a dozen meetings were held in Washington, D.C., and around the country-involving a total of several hundred participants from industry, environmental organizations, communities, and others interested in this initiative. She was responsible for development of agendas, drafting of meeting summaries, and some facilitation of plenary meetings, as well as coordination with staff in the EPA's regional and headquarters offices. (1997)

The Food and Drug Administration: Prescription Medicine Labeling

Donna Shalala, then Secretary of Health and Human Services (HHS), asked the Keystone Policy Center to facilitate an effort fulfilling an important provision of the 1997 Agriculture, Rural Development, Food and Drug Administration (FDA), and Related Agencies Appropriations Act. This provision mandated a

120-day collaborative process to develop a voluntary long-range action plan for distributing useful information to individuals receiving new prescriptions. Judy's responsibilities included management and facilitation of a work group as well as drafting of plenary meeting summaries and assisting the project team and participants with drafting and editing a final report. (1997)

Electricity Policy Issues

Judy assisted in the development and coordination of this 50-person dialogue that was focused on pursuing opportunities for consensus-based solutions to a number of issues arising from restructuring of the electric utility industry and actions taken by both federal and state legislators and regulators. (1997)

Dialogue on Establishment of Studies to Optimize Medical Management of HIV Infection

Judy served as a member of a facilitation team responsible for managing a work group charged with developing a mechanism to establish studies providing for a more effective use of therapeutics for HIV infection and improved medical management. The effort included an intense four-month dialogue involving 35 participants. The dialogue group presented Vice President Al Gore with recommendations, which included the creation of a Forum for Collaborative HIV Research. The forum was intended to provide opportunities for stimulating public/private collaboration on research issues and information exchange. This Forum continues to address many critical issues concerning HIV/AIDS research. (1996)

American Legislative Exchange Council

Judy served as a member of team facilitating a Task Force meeting of The American Legislative Exchange Council (ALEC), with the goal of achieving consensus on promoting increased involvement of all its Members in deliberations on ALEC policy regarding electric industry restructuring. The task force was created to develop model legislation, a model resolution, and/or a list of agreed-upon principles, which was accomplished during the course of two meetings of the group. (1996)

Keystone Dialogue on Developing Environmental Technologies and International Markets

Judy assisted in the management, organization, and facilitation of this 40-person dialogue, whose purpose was to develop policy recommendations to increase the use of environmental technologies, both domestically and internationally, that reduce greenhouse gas emissions. The objective of the dialogue process was the articulation of consensus recommendations outlining actions – including specific regulatory policy, administrative or legislative initiatives – to be considered and acted upon by the participants and other decision-makers. Dialogue participants decided to utilize a case-study approach to gather necessary information on specific technologies. Three technologies were highlighted: fuel cells, wind energy, and photovoltaics. (1995)

Education, Training and Certificates

Siena College, Bachelor of Science in Marketing/Management, 1988

Employment

The Keystone Policy Center, Director, Keystone Energy Board & Strategic Partnerships, Washington, D.C. (1995 – present)

Subcommittee on Energy and Power, Committee on Energy and Commerce, U.S. House of Representatives, Washington, D.C. (1989 – 1995)

- Liaison between the chairman, other members of Congress and their staffs, agencies, and outside groups in order to develop and assure implementation of sound, responsible public policy
- Drafted legislation and resolved legislative conflicts by building coalitions among industry, government agencies, other interest groups, and congressional staffs
- Organized and coordinated subcommittee hearings and wrote speeches and statements for the chairman. Drafted briefing materials for committee members and staff. Tracked and monitored legislation referred to the Subcommittee