



## Deborah M. Atwood

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### Summary

Executive Director of Meridian's AGree: Transforming Food and Ag Policy and Senior Fellow. More than 30 years of experience in policy and legislative matters regarding food, agriculture, the environment, research, and risk management, including extensive experience working with leaders in the private sector, the federal government, and nonprofit organizations. Currently serves as Vice Chair of the Board of Directors of ACIDI-VOCA, an agriculture development nonprofit with experience working in Africa, Asia, and Latin America. Holds a B.S. degree in environmental sciences - marine resources from Western Washington University.

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### Meridian Experience

#### Meridian Institute

2010–Present

Meridian Institute designs and facilitates collaborative processes that help diverse parties identify critical issues, build relationships and trust, construct innovative solutions, and implement durable decisions. These collaborative processes address challenges at the local, state, national, and international levels, and involve leaders from government agencies, industry, nongovernmental organizations, and international institutions. Meridian also assists organizations in conducting strategy development and planning. **AGree: Transforming Food and Ag Policy** is a bold initiative started in 2011 housed at Meridian that is designed to catalyze the transformation of food and agricultural policy issues. It has significant funding from nine of the world's leading foundations for at least the next several years and will be a major force for comprehensive and lasting change.

#### Executive Director, AGree: Transforming Food and Ag Policy

Provide strategic leadership and day-to-day management of AGree: Transforming Food and Ag Policy, including fiscal oversight and management of AGree staff and consultants. Manage all interactions with AGree's Co-Chairs, Advisory Committee, Research Committee, and Foundation Working Group on Food and Ag Policy, as well as with external entities such as the media, project partners, and other stakeholders. AGree seeks multi-stakeholder agreement on ways to improve agricultural productivity and environmental performance; enhance the availability of and access to nutritious foods; and promote opportunities for rural communities to succeed economically.

## Previous Experience

### **Mars, Incorporated**

McLean, Virginia 2009–2010

#### *Director, Public Policy*

Worked closely with lawmakers in Congress, corporate business leaders, senior officials in the White House and federal agencies, and executives in nongovernmental organizations, foundations, and the private sector. Demonstrated extensive policy expertise in legislative and regulatory matters regarding food, agriculture, rural development, the environment, and scientific research matters. Key responsibilities included the development and execution of Mars public policy objectives, goals, and measurements to ensure effective legislative and regulatory strategies to address health and wellness, sustainable agricultural commodities and operations, and rural development

### **Crowell & Moring, LLP**

Washington, DC 2004–2009

#### *Senior Policy Advisor, Public Policy*

Worked on behalf of clients in the agricultural, food, environmental, mining, and chemical industries. Focused on the development and implementation of effective legislative and regulatory strategies to address policy and regulatory challenges and opportunities for clients, including but not limited to: the Farm Bill; Endangered Species Act; Clean Water Act; Federal Insecticide, Fungicide, and Rodenticide Act; Superfund; and Clean Air Act. Provided strategic planning, technical advice, policy development, and public affairs services to clients seeking government relations, consulting, and

lobbying assistance before the U.S. Congress and federal agencies.

### **United States Department of Agriculture (USDA), Office of Deputy Secretary James Moseley**

Washington, DC 2001–2003

#### *Special Assistant*

Successfully initiated a coordinated effort with the White House Office of Homeland Security and executive branch agencies to ensure that processes were in place on all matters related to preparation, response, and recovery systems for the USDA on manmade and naturally induced disasters affecting food and fiber in the United States. Managed the Secretary's strategic budget planning process. Responsible for supervising priority regulatory activities of the USDA, including the Farm Bill. Assisted the Deputy Secretary in overseeing the day-to-day operations of the Department. Worked closely with the U.S. Department of Defense, State Department, Office of Management and Budget, Department of Homeland Security, Department of Health and Human Services, Department of the Interior, Environmental Protection Agency, and Congress.

### **Capitolink**

Washington, DC 1999–2001

#### *Partner*

Effectively represented clients in the agricultural, chemical, and food industries before the legislative and executive branches of the federal government. Worked closely with Congressional lawmakers, the White House, senior administration officials, and federal and

state agencies to lobby client policy and legislative initiatives.

### **National Pork Producers Council (NPPC)**

Washington DC 1995–1999

#### *Assistant Vice President*

Provided sound management expertise on the major environmental issues facing the NPPC. Served a leadership role in organizing and implementing the pork industry's groundbreaking effort in the National Environmental Dialogue on Pork Production, bringing together all levels of government, environmental interests, academics, and stakeholders to address the critical issues affecting pork production and the environment. Results included the implementation of measurable on-farm environmental changes and practices.

### **American Meat Institute**

Washington, DC 1992–1995

#### *Vice President*

In charge of facilitating and representing meat and poultry companies on strategic industry initiatives, including an ergonomic rulemaking before the U.S. Department of Labor and initial policy efforts regarding the design and implementation of the meat and poultry Hazard Analysis and Critical Control Points (HACCP) regulations before the USDA and the U.S. Food and Drug Administration. Also, helped corporate environmental managers anticipate and respond to the emerging Clean Water Act and Clean Air Act regulatory efforts before the Environmental Protection Agency.

### **United States Environmental Protection Agency (EPA)**

Washington, DC 1989–1992

#### *Deputy Associate Administrator*

Responsible for supervising the Office of Congressional and Legislative Affairs, including managing 50 professionals and support staff and a budget of more than \$3 million, and coordinating with top management agency-wide to set up and advance the EPA's policy agenda. Developed and negotiated agency positions on legislative initiatives with members of Congress, federal agencies, and the White House. Prepared fact sheets and briefing memoranda and conducted briefings to win Congressional support for EPA programs, and equipped the EPA Administrator and Deputy Administrator for Congressional hearings.

### **National Oceanic and Atmospheric Administration (NOAA)**

Washington, DC 1987–1989

#### *Acting Director, Office of Legislative Activities*

Accountable for coordinating NOAA legislative activities regarding the Global Climate Change Research Program; providing background materials to the Under Secretary of NOAA on Congressional meetings regarding coastal, ocean, and fisheries issues; conducting briefings for NOAA management on all actions affecting the agency; writing Congressional hearing testimony; and supervising and participating in professional scientific management seminars and conferences regarding ocean, coastal, and fisheries issues.

**United States Senator Slade Gorton**

Washington, DC 1984–1987

*Professional Staff*

Served as Legislative Assistant to handle ocean, coastal, energy, and Native American matters. Provided strategic and tactical policy advice to the Senator. Coordinated the legislative agenda on fisheries, ocean, and coastal issues (including on the Magnuson-Stevens Fishery Conservation and Management Act reauthorization and the U.S.–Canada Salmon Treaty). In charge of legislative and federal regulatory measures affecting the U.S. Department of Energy and the oil and gas industry. Negotiated settlements and legislation regarding Indian economic, health, jurisdictional, natural resource, and treaty-related issues.

**U.S. House of Representatives,  
Merchant Marine and Fisheries  
Committee**

Washington, DC 1981–1984

*Professional Staff*

Made policy recommendations and drafted sections of the Magnuson Fishery Conservation and Management Act; the Marine Protection, Research, and Sanctuaries Act; the Coastal Zone Management Act; the Outer Continental Shelf Oil and Gas Leasing Laws; and the Deep Seabed Hard Minerals Act/Exclusive Economic Zone Proclamation. Served as the Chairman’s representative to the Law of the Sea negotiations.

**Intalco Aluminum Corporation**

Ferndale, Washington 1979–1981

*Assistant to the President and Energy Director*

Coordinated Intalco’s lobbying efforts toward the successful enactment of the Pacific Northwest Electric Power Planning and Conservation Act. Advocated for the company’s business interests with federal, state, and local government agencies. Advised and consulted with management on corporate energy policy, legislative matters affecting the company, special projects to acquire power, and equipment to produce energy.

**Brown and Caldwell Consulting  
Engineers**

Seattle, Washington 1978–1979

*Scientist*

Performed technical research and collected biological and chemical data on water-quality samples in Puget Sound and Lake Washington. Researched and authored sections of the “Seattle Metro Facility Sewage Treatment Plan.” Consulted with, and advised municipal officials regarding water-quality control projects.

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**Education****Western Washington University**

B.S., Marine Resources