

CONTENTS

About the Author	ix
Introduction	xi
The Contents of the Book	xiv
Part I: Civic Fusion Described and Defined	1
Chapter 1: Civic Fusion Described	3
Introduction	3
Civic Fusion Defined	4
Essential Conditions for Civic Fusion	7
Design to the Obstacles	8
Results	9
Chapter 2: The Energies That Bind	11
Passion	12
Power	14
Conflict	19

Part II: Introduction to the Project Narratives	23
Chapter 3: The Chelsea Charter Consensus Process	25
Need for a Governing Structure.	26
The Mediator’s Assessment.	27
Deliberative Negotiations	32
Outreach and Consultation	41
Special Election	50
Transition to Self-Governance.	51
Chapter 4: Construction Cranes Negotiated Rulemaking	53
Background	53
Overview of Negotiated Rulemaking	54
Cranes and Derricks Negotiated Rulemaking Committee	55
An Informal Mediator’s Assessment	58
The Preliminary Meeting.	60
The C-DAC Members and Mediator Entry.	63
The Negotiations	66
Chapter 5: The Abortion Talks	75
Introduction.	75
The Assessment.	76
To Interview or Not to Interview.	79
Preparing for the Talks	81
The Participants	82
The Talks	84
Mediator Challenges	93
Results	95
Conclusion	96
Part III: Building the Foundation for Civic Fusion.	97
Chapter 6: Conducting the Mediator’s Assessment.	99
Introduction.	99
The History of the Mediator’s Assessment.	100
The Projects	101
The Interviews	102
Gathering Useful Information.	107
Synthesizing the Interview-Gathered Information	112

The Assessment Report	121
Chapter 7: Designing the Process	123
Introduction	123
Assumptions	124
Basic Building Blocks	125
The Art of Building the Process	133
Part IV: Initiating and Sustaining Civic Fusion	141
Chapter 8: Facing Polarization	143
Confirm Impact	144
Review the Process	144
Beginning to Bond	146
Discern the Common Public Goal	147
Negotiate Procedural Ground Rules	148
Substantive Issues	154
Social Time	154
Chapter 9: Keeping the Substance in Motion	157
Identify the Scope of the Negotiations	158
Workshop the Issues	159
Reaching Tentative Agreements	161
Conceptualize Frameworks	166
Passing on Issues	167
Final Consensus	168
Good Faith Negotiations	168
Chapter 10: From Certainty through not Knowing to Curiosity	171
Certainty	172
Create the Space of Not Knowing	174
Creating Curiosity	180
Chapter 11: Fostering Deliberative Negotiations	185
Promote Mutual Respect	186
Acknowledging Uncomfortable Realities	189
What Should Be Verses What is	191
Chapter 12: The March to Closure	193
Introduction	193

Closure Tactics	195
Substantive Closure Tactics.....	195
Process-Based Closure Tactics	199
Leveraging Tactics	202
Actions to Sustain Individuals	206
Combining Tactics for Closure	209
Chapter 13: Owning the Future.....	211
Introduction.....	211
Building Product Ownership	212
Shifting Skepticism to Ownership and Commitment....	215
Mediator Commitment to the Process and Product	217
Conclusion	219
Recommended Reading List	223
Appendix A: Talking with the Enemy <i>The Boston Globe</i> ...	225
Appendix B: C-DAC Federal Register Notices.....	235
Notice of Intent to Establish a Reg Neg Committee July 16, 2002	237
Notice of Establishment of Committee and Proposed Members Jun 12, 2003	247
Notice of Final Committee Membership July 3, 2003....	249
Appendix C: Ground Rules	251
Occupational Safety and Health Administration U.S. Department of Labor Crane and Derrick Negotiated Rulemaking Advisory Committee	253
CHARTER '94: The New Chelsea Making History Together Charter Preparation Team	259
Appendix D: Assessment Reports.....	263
Final Convening Assessment Report on the Feasibility of a Negotiated Rulemaking Process	265
Final Convening Assessment Report for the Negotiated Rulemaking Process.....	297
Index	331
Acknowledgments.....	343