

Bennett Brooks, M.P.P. Senior Associate

HIGHER EDUCATION

- 1990** **Kennedy School of Government, Harvard University, Cambridge, MA.**
Master in Public Policy. Two-year program emphasizing analytic, management and policy-making skills.
- 1981** **Tufts University, Medford, MA.** Bachelor of Arts in political science.
Graduated Magna Cum Laude.

AREAS OF SPECIALIZATION

- Environmental, land use, transportation and economic development disputes
- Neutral joint fact-finding, dispute resolution systems design
- Negotiation and consensus-building training
- Intercultural relations; emphasis on trade and governmental relations

MEMBERSHIP/CERTIFICATIONS

- 2001-Present** Member, National Roster of Environmental Dispute Resolution and Consensus Building Professionals, US Institute for Environmental Conflict Resolution

PROFESSIONAL EXPERIENCE

Summary of Experience

Bennett Brooks has over 15 of experience in environmental public policy conflict resolution, and has worked on projects both of short and long-term duration. As noted below, many of these projects have included technical assistance in helping stakeholders collaborate, such as meeting coordination, strategic planning, and process design. Bennett has also completed Situation Assessments, or neutral assessments, in which CONCUR confidentially interviews parties and stakeholders in order to determine the feasibility of a collaborative process, and has drafted assessment reports, including recommendations. Bennett has, as a CONCUR team member, served as an impartial facilitator in numerous collaborative processes, as that is the core nature of CONCUR's work. This has included process design, strategic planning, developing communication and participation protocols, facilitation, and joint fact-finding, either as stand-alone projects or as part of larger long term public policy consensus projects.

1997-Present Senior Associate, CONCUR, Inc.

Mediate complex, multiparty public policy disputes, building on strong facilitation, project management and public policy background. Extensive experience in facilitation, mediation, convenings, stakeholder analysis, process design, strategic planning, environmental policy analysis and training. Primary focus on environmental, land use and economic development disputes.

Work with broad range of stakeholders, including federal, state and local entities; environmental organizations; irrigation districts and urban water agencies; business associations and private firms, and non-profits and community groups. Issues range from water conservation and water supply to marine endangered species and international fisheries; transportation planning and military base re-use to ecosystem restoration and hydropower divestiture, and involve state and federal statutes/directives such as the Endangered Species Act, RCRA, CERCLA (Superfund), the Clean Water Act, NEPA/CEQA and Environmental Justice.

Selected CONCUR projects and clients include:

National Marine Fisheries Service Take Reduction Teams.

Facilitate four different multi-party stakeholder groups (known as Take Reduction Teams) striving to provide consensus advice on strategies to reduce the incidental take of harbor porpoise, right whales, false killer whales and other marine mammals in commercial fisheries both in the Atlantic and in the waters off Hawaii. CONCUR's work for the National Marine Fisheries Service (NMFS) on these efforts focuses primarily on (1) conducting stakeholder assessments, (2) convening both in-person and teleconference meetings among fishermen, conservationists, academics, researchers and various state and federal government agencies, (3) summarizing emerging agreements; and (4) providing strategic planning and process design advice. In several instances, these deadline-driven discussions have resulted in all parties agreeing to gear modifications and management changes approaches expected to reduce bycatch to sustainable levels. In a separate but related project, CONCUR also helped NMFS undertake cross-Team strategic planning efforts to improve overall effectiveness and consistency.

Alaskan Way Viaduct. Helped broker a three-way agreement between the Washington State Governor, City of Seattle Mayor and King County Executive to resolve a longstanding dispute over the replacement of the at-risk Alaskan Way Viaduct, a 60-year-old stacked highway that separates downtown Seattle from its waterfront. The agreement – put forward by the three executives and the Port of Seattle in January 2009 and approved by the Washington State Legislature several months later – calls for construction of a deep-bored tunnel under the city, as well as significant improvements to current transit service and city streets. The \$4.2 billion project was agreed to after a rigorous year-long alternatives analysis that assessed eight distinct alternatives and several hybrids based on a set of six specific solution principles. Implementation is moving forward as of spring 2010. CONCUR's role in the project focused on collaborative process design, strategic planning and stakeholder involvement.

Strategic Planning for National Science Foundation Initiatives in South Dakota and Mississippi.

Provided strategic planning support in fall 2009 for Research Infrastructure Improvement (RII) projects funded by the National Science Foundation's Experimental Program to Stimulate Competitive Research (EPSCoR) in both South Dakota and Mississippi. Both states have new \$20 million awards. In Mississippi, the NSF funding is targeted at three scientific goals: (1) multi-scale simulation of biological systems; (2) modeling biological networks; and (3) modeling and simulation of nanoscale chemistry. Participants in the Mississippi strategic planning session included representatives of the state's four research universities. In South Dakota, the RII funding is focused primarily on building infrastructure to support research and education in photoactive nanoscale systems. The South Dakota meeting brought together representatives from eight educational institutions, two state government offices, program evaluators and NSF.

UN CEO Water Mandate Initiative. Facilitated the March 2008 inaugural meeting of the CEO Water Mandate, a United Nations-sponsored initiative that brings together business leaders and the broader international community with a focus on improving strategies and efforts to address the emerging global water crisis. The initiative focuses on six main topic areas: direct operations; supply chain and watershed management; collective action; public policy; community engagement; and transparency. The two-day meeting, held at UN headquarters in New York City, brought together several dozen business leaders, UN agency representatives, environmental organizations and others to refine the focus and strategy for guiding the Mandate's future endeavors. The meeting resulted in a consensus-supported approach to the Mandate's near-term priorities, as well as unanimous endorsement of the initiative's governance and funding structure. CONCUR's role focused on strategic planning and meeting facilitation. In that capacity, CONCUR teamed closely with both the UN Global Compact Office and the California-based Pacific Institute.

New York Marine Endangered Species Workshop. Helped design and facilitate an October 2008 workshop focused on protecting marine endangered species in New York State waters. The three-day workshop, sponsored by the New York State Department of Environmental Conservation, brought together researchers, academics, local, state and federal officials, NGOs and others interested in improving the region's understanding of and response to endangered sea turtles and whales in its waters. The workshop resulted in a series of concrete actions intended to promote the conservation and recovery of marine endangered species and their ecosystem through, among other strategies, better information sharing, improved networking and outreach, increased joint initiatives, and sharpened research needs and priorities.

National Marine Fisheries Vessel Monitoring System. Worked with the National Marine Fisheries Service's Office of Law Enforcement and the Northeast Regional Office in summer 2008 to help the offices resolve a series of issues related to the use of the Vessel Monitoring System (VMS), a satellite-based technology that helps track fishing boat locations when at-sea. CONCUR worked closely with senior staff to convene and facilitate a one-day workshop intended to find consensus-based solutions to some of the most vexing implementation challenges. The work included pre-meeting interviews with key office staff, careful development of materials to support the one-day meeting and rigorous facilitation to produce a concrete workplan for moving forward.

California Bay-Delta Program. Over nearly ten years, worked with the California Bay-Delta Program, an unprecedented state-federal effort to resolve California's long-standing water wars, to build agreements related to water use efficiency, water use measurement and long-term finance strategies, including:

- Facilitating two-year long, multiparty dialogue among agricultural, environmental and agency interests working to structure a program that elicits and assures efficient agricultural water use;
- Designing and co-facilitating independent panels on; (1) assessing agricultural water conservation potential; (2) defining appropriate measurement of agricultural water use; and (3) crafting long-term finance options for the CALFED Program;
- Mediating stakeholder and agency discussions to craft broadly supported requirements and strategies for measuring agricultural and urban water use; and
- Mediating multi-party dialogue to develop a broadly supportable conservation-focused certification program for urban water suppliers.

Imperial Irrigation District: Served as lead facilitator on two projects focused on preparing Southern California's Imperial Irrigation District and its water users for sharp reductions in the area's water supply. In one project, CONCUR teamed with UC Berkeley Professor and leading resource economist Michael Hanemann to assist the District, the nation's largest, in evaluating and ranking different methods to support the equitable distribution of its diminishing water supplies. The project centered on facilitating a 15-person work group that brought together growers, landowners, business interests and local government. In the second project, CONCUR designed and executed a public involvement process intended to build support for conservation practices needed to cut the District's overall water use by almost 10 percent. The project involved facilitating a 12-person work group, conducting public workshops, preparing project newsletters, and designing and maintaining a project website. Both efforts required extensive strategic planning, facilitation and public outreach.

Lake Tahoe Science Consortium: Successfully executed two-phase process focused on strengthening science and research activities in the Lake Tahoe Basin. The first phase focused on facilitating unanimous agreement on a Memorandum of Consensus to create the now-established Tahoe Science Consortium. The aim of the Consortium is to coordinate research in the Lake Tahoe Basin and bring systematic science support to agency decisions for the nationally significant region. Parties included U.S. EPA Region 9, the Lahontan Regional Board, the Tahoe Regional Planning Agency, and major research institutions active in the basin (UC Davis, University of Nevada at Reno, and the Desert Research Institute). The second phase of work centered on

briefing local implementing agencies, including several special districts, on plans for the Consortium, and incorporated their views on the appropriate lines of communication between the TSC and the agencies.

International Fisheries Conference. Co-designed and co-facilitated a four-day conference bringing together fishermen along with fishery managers, researchers, environmental advocates, and other representatives from the fishing industry to address issues of seabird and marine turtle bycatch and mortality in longline fisheries. As part of the effort, worked with conference conveners in a strategic planning capacity to optimize the productivity of the forum and facilitate cross-national and cross-interest group dialogue and deliberation.

California Urban Water Conservation Council (CUWCC). Assisted the CUWCC in crafting an updated three-year Strategic Plan. The broad outlines of the Plan were developed during a CONCUR-facilitated two-day retreat in late 2002. Participants in the session included representatives from water conservation programs in major California utilities and environmental organizations active in California Water Policy. Following the session, CONCUR worked with Council leadership to refine and draft a summary document describing the Strategic Plan's focus and goals. The CUWCC, a Sacramento-based nonprofit that brings together California urban water agencies, environmental groups and others committed to accelerating implementation of urban water conservation best management practices, unanimously endorsed the Plan during its June 2003 Plenary session.

U.S. EPA. Designed and facilitated several U.S. EPA-supported dialogues, including: (1) conducting a year-long, strategic planning diagnostic and convening process for the Fort Ord (Monterey, CA) Restoration Advisory Board, a citizen-agency group reviewing proposed environmental cleanup activities at the former Army base; (2) co-facilitating a dialogue related to a Superfund cleanup in southern California; and, (3) conducting stakeholder interviews to determine the potential to use mediation to resolve a Title VI complaint related to a contaminated West Oakland site. Additionally, served as panelist supporting an EPA headquarters-driven effort to examine effects of global climate change on ecosystem goods and services provided by the San Francisco Bay-Delta watershed; provided advice on integration of ecological research and stakeholder processes.

1990-97 Alaska Department of Commerce & Economic Development, Anchorage, AK.

Director, International Trade Program. Promoted by Governor's Office to fill key management position in major reorganization of Alaska's economic development effort. Devised and carried out job-creating policies that balanced pro-development and environmental interests. Worked extensively on natural resource issues, with emphasis on fisheries and energy-related projects; frequent contact with NMFS, Alaska Department of Fish and Game, Alaska Department of Natural Resources and numerous other state and federal agencies. Led 1996 gubernatorial mission to Japan and Korea. Managed \$1-million budget and 13 people working in five countries.

Trade Specialist. Designed and executed Alaska's trade policies with Korea, Japan and other Pacific Rim nations. Brought industry, government and community groups together to forge solutions on complex issues ranging from environmental regulations to fisheries. Fisheries work included helping fishing communities adjust to individual fishing quotas (IFQs), competition from farmed salmon and other changes.

1981-88 Journalist, U.S. and Asia

Reporter/Editor. Worked as both reporter and editor, covering international news and economics in Japan and Korea, urban development, education and politics in Connecticut, and local government in New Jersey. Specific employers were: Japan Economic Journal (1986-88, Tokyo); The Stamford Advocate (1984-86, Connecticut); The Record (1982-84, New Jersey); and RKO Network News (1981-82, New York).

PUBLICATIONS, PRESENTATIONS AND AWARDS

- 2009 Presenter, U.S. Environmental Protection Agency, Region 2, Annual Conflict Resolution Day, New York, NY
- 2009 Presenter, American Bar Association – Section on Dispute Resolution Annual Meeting, New York, NY
- 2009 Guest Lecturer, *Conflict Management for Planners*, Robert F. Wagner School of Public Service, New York University, NY
- 2008 Presenter, Urbanization of Irrigated Land and Water Transfers Conference, U.S. Society for Irrigation and Drainage Professionals, Tucson, AZ
- 2005 Presenter, Fourth Annual Conference, U.S. Institute of Environmental Conflict Resolution, Tucson, AZ
- 2001 Member, U.S. EPA Technical Advisory Panel, Integrating Ecological Research and Stakeholder Processes, Davis, CA
- 2001 *Refining and Testing Joint Fact-Finding for Environmental Dispute Resolution: Ten Years of Success*. Forthcoming: **Mediation Journal**, Volume 18 (4). Co-authored with S. McCreary, J. Gamman
- 2001 *Applying a Mediated Negotiation Framework to Integrated Coastal Zone Management*. **Coastal Management**, Volume 29 (3). Co-authored with S. McCreary, et al.
- 1999 Presenter, Annual Conference, Southern California Mediation Association, Association of Conflict Resolution, Pepperdine University, California
- 1999 *Mediated Joint Fact-Finding as a Strategy for Resolving Environmental Policy Disputes: Facilitated Independent Scientific Review of the CALFED Water Conservation Goals*. Co-presenter, Southern California Mediation Association Annual Conference, Malibu, CA
- Participation and Representation in Environmental Decision Making in the Pacific Rim: Reflections on Negotiation-Based Models of Practice*. Conference on Democratic Design and Planning for the Pacific Rim. Co-authored with S. McCreary, et al.
- 1990-97 Numerous presentations, economic development and international trade conferences, Alaska
- 1990 Nominee: Top Master's Thesis, Kennedy School of Government, Harvard University
- 1982-88 Numerous news articles; published in The (Hackensack, NJ) Record, The (Stamford, CT) Advocate, The Chronicle of Higher Education
- 1986 First Place: Public service reporting, for series on aging I-95 highway. Awarded by Sigma Delta Chi, New York City chapter. Numerous other state and regional awards received for same series.
- 1983 First Place: Enterprise reporting, for series on public school financing. Awarded by Sigma Delta Chi, New York City chapter