



Bennett Brooks

Senior Mediator

Consensus Building Institute, Inc.

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PROFESSIONAL SUMMARY

More than thirty years experience working on public policy issues, with emphasis on mediating and facilitating collaborative solutions to complex disputes.

KEY SKILLS

- **Consensus-builder.** Design and lead multi-party dialogues to build consensus around technically complex, high profile and politically charged public policy disputes; forge stable agreements.
- **Politically adept.** Frequent work with senior policymakers; gubernatorial appointee in Alaska for seven years; rigorous management and analytic training at Harvard's Kennedy School.
- **Experienced working with diverse parties.** Worked in intercultural settings, from East Asia to rural Alaska Native communities; comfortable and experienced bringing diverse stakeholders together.
- **Strong communicator.** Former journalist able to write well and convincingly; extensive experience presenting complex information to high-level decision-makers and the public; strong public speaker.
- **Broad subject expertise.** Strong background in range of subject areas, from economic development and transportation, to water conservation, land use disputes and fisheries.

EXPERIENCE

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|--------------|---|---------------------|
| 2012-Present | Consensus Building Institute
<i>Senior Mediator</i> | New York, NY |
| | Mediate and facilitate complex, multiparty public policy disputes, building on strong facilitation, project management and public policy background. Extensive experience in facilitation, mediation, convening, stakeholder analysis, process design, strategic planning and environmental policy analysis. Primary focus on fisheries, environmental, water resources, and land use disputes. Work in U.S. and internationally; teach trainings on mutual gains bargaining. Also hold the title of Senior Affiliate with CONCUR, Inc. | |
| 1997-2012 | CONCUR, Inc.
<i>Senior Associate</i> | California/New York |
| | Mediated and facilitated wide range of multi-party dialogues, helping diverse stakeholder groups hammer out effective and implementable agreements on subject matters ranging from fisheries and endangered species listings, to water resources, land | |

use disputes and transportation initiatives. Also co-taught dozens of training courses emphasizing theory, negotiation skills and techniques tied to mutual-gains bargaining.

1990-1997 **Alaska Department of Commerce & Economic Development** Anchorage, AK
State of Alaska Governor's Office
Director, Trade Program

Promoted by Governor to fill key management position in major reorganization of Alaska's economic development effort. Devised and carried out job-creating policies to foster sustainable economic development. Worked closely with Bristol Bay communities, Alaska Native groups, and local economic development organizations to strengthen fisheries in the face of declining salmon prices. Strong cross-cultural focus, both in Alaska and Asia. Managed \$1-million budget; served under three governors from two parties.

1981-1988 **Journalist** U.S. and Asia

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

EDUCATION

1988-1990 **Kennedy School of Government, Harvard University** Cambridge, MA
Master in Public Policy

Primary focus on housing, economic development; Top Master's thesis nominee

1977-1981 **Tufts University** Medford, MA
Bachelor of Arts in Political Science, Magna Cum Laude

PROFESSIONAL AFFILIATIONS

U.S. Institute for Environmental Conflict Resolution: Member, National Roster of Environmental Dispute Resolution and Consensus Building Professionals

U.S. Environmental Protection Agency: Mediator, ADR Roster

Oregon Dispute Resolution Council, Oregon: Member, Roster of Senior Mediators

Conciliation Forums of Oakland, California: Former Board Member

Big Apple Greeter, New York City: Current Board Member

SELECTED PROJECTS

Adaptation Planning / Climate Change

Bridge Building for Supportive Climate Migration in the US, 2022-Present. Work with community leaders and state and local government officials to foster supportive climate migration in the US. The effort, in partnership with CBI's Board Development Fund and the Climigration Network, will explore both the needs of families seeking to relocate from areas facing extreme climate risk, as well as identify approaches to create supportive, welcoming environments in communities that may receive climate migrants. The effort will center on a series of roundtable discussions.

Climigration Network Strategic Planning, 2020-Present. Serve on an advisory body helping to guide the strategic planning effort of the Climigration Network, a collaborative effort among practitioners, communities and others seeking to find ways to productively identify and resolve the challenges associated with considering managed retreat away from the U.S.'s increasingly flood-prone coastline.

Hudson River Adaptation – From Planning to Implementation, 2014-Present. Working with numerous Hudson River communities, the New York Department of Environmental Conservation and several non-profit organizations to identify concrete strategies for helping communities implement actions that will improve resiliency in the face of more frequent and more intense storms and associated tidal surges. The project includes focused workshops to build local capacity and knowledge.

Local Community Displacement Dialogue, 2020-2021. Provided strategic planning advice to a coalition of local communities throughout the U.S. (from Florida to Alaska) interested in devising more effective ways for practitioners, funders and others to engage with communities struggling with long-term adaptation needs, including the challenging and emotionally fraught topic of coastal retreat. Effort includes ongoing discussions and trust-building with leaders from marginalized communities of color.

Adaptation Planning in Far Rockaway, NY, 2020-2021. Provide strategic planning advice for Columbia University-led team working with leaders from several Far Rockaway, NY, neighborhoods to help residents hard-hit by Hurricane Sandy plan for longer term adaptation. CBI's work included sharing strategic guidance on workshop design, as well as providing detailed feedback on workshop execution.

Planning for Long-Term Coastal Adaptation Along the Hudson River, 2017-2020. Conducted a series of in-depth conversations with residents of Piermont, NY, a small village 20 miles north of New York City, to inform the village's long-term efforts to identify strategies to minimize flood damage. The project, funded by a series of grants, included two distinct phases:

- Small, living room-based conversations with residents of four at-risk neighborhoods to better understand their understanding of and plans to deal with future flood risks from the Hudson
- A series of trainings and workshops with a larger group of residents from the village's most flood-prone neighborhoods to build a shared understanding of possible long-term adaptation strategies and consider the viability of relocating residents away from the water's edge

The project included innovative components to train residents to facilitate future, ongoing dialogues with the community; create tools to enable residents to understand their personal flood risk now and into the future, as well as assess their own risk tolerance; and help residents understand the nuances of various flood adaptation strategies. Several program elements are now serving as models for adaptation efforts being led by other practitioners in the field.

Assessing Potential Effects of New York Harbor Storm Surge Barriers, 2018-2020. Teamed with the Stevens Institute and others to assess the potential effects of storm surge barriers on the Hudson River estuary. The barriers are being studied as a possible strategy for defending New York City and surrounding areas from sea level rise, extreme storms and the resulting flooding. Project goals included developing a collaborative research agenda and undertaking targeted research in close collaboration with end-users such as the U.S. Army Corps of Engineers, the city and state of New York, and others. CBI's role included strategic planning and facilitating an advisory committee and scientific workshops.

Monitoring Natural and Nature-Based Features, 2017-2020. Serve as part of a team working to develop a statewide monitoring protocol to assess the potential of natural and nature-based features to deliver hazard mitigation/structural integrity, ecological and socio-economic benefits across a range of coastal and riverine shoreline types in New York State. The project includes development of a monitoring framework by teams of technical experts, as well as a series of regional dialogues intended to test the viability of monitoring approaches in different regions of the state. CBI is taking the lead in designing and facilitating the regional dialogues, as well as serving as a member of the project core team.

Understanding the Role of Marshes in Coastal Adaptation, 2016-2020. Working with researchers, state environmental officials, marsh managers, local representatives and others to assess the potential for Hudson River marshes to protect coastal communities from flooding and storm surge. CBI's role in multi-year project focuses on designing and leading efforts to integrate local residents' and marsh managers' perspectives and insights into the research effort.

Sediment Movement and Coastal Planning, 2015-Present. B. Brooks is part of team (working with local leaders in the Town of East Hampton, Long Island), to assess the long-term impacts of various coastal structures and action on beach erosion and sediment movements. The project findings will provide important information to town leaders under increasing pressure to construct hard coastal structures as part of their evolving adaptation strategy. B. Brooks' role focuses on facilitating discussions with local leaders and stakeholders to design and consider the ramifications of expected impacts.

Using Ecosystem Services Valuation to Inform Adaptation Planning, 2015-2018. Working with a multi-disciplinary team from the U.S. Environmental Protection Agency, the Federal Emergency Management Agency, NY Department of State, The Nature Conservancy, University of Stony Brook, and Nassau and Suffolk counties to design and execute pilot projects that integrate ecosystem services valuation into resilience planning and decision-making (Long Island, NY). B. Brooks' role centers on providing strategic planning support and designing and facilitating dialogues with local leaders and stakeholders to identify candidate projects and ecosystem services benefits and beneficiaries.

Coastal Green Infrastructure 2014-2015. Working with the New York Department of Environmental Conservation, New York City Department of City Planning, New York City Parks and the New York-New Jersey Harbor & Estuary Program to develop an integrated, coordinated and prioritized strategy for tackling research needs related to coastal green infrastructure initiatives intended to improve resiliency in the New York City metropolitan area. The effort, which brings together federal, city and state agencies, research institutions and non-profits, centered on a half-day workshop held early in 2015.

Smith Island (MD) Visioning, 2014-2015. Providing strategic planning advice as part of a CBI team working with the Chesapeake Bay community of Smith Island to develop a viable and resilient vision in the face of ongoing coastal erosion and longstanding economic challenges. The effort relies on a mix of

focused conversations with a standing Steering Committee, along with a series of public workshops intended to engage all facets of the community in a forward-looking dialogue.

Scenic Hudson Sea Level Rise Task Force, 2013-2014. Worked with the Hudson River town of Piermont, New York, to convene and facilitate a stakeholder-driven dialog to create a forward-looking Waterfront Adaptation Vision that reduces risks to infrastructure and property from sea level rise and flooding, enables economic revitalization, conserves coastal natural resources, and expands public access to the Hudson River itself. The task force, which met for a year, developed a suite of consensus-supported, locally tailored near-, mid-, and long-term recommendations for improving “next storm” and longer term resiliency. Piermont has already been awarded state grant funding based on the work.

Long Island Resilience Workshop, 2013-2014. Worked with federal (EPA, FEMA), state (New York) and county (Nassau, Suffolk) officials to design and facilitate a one-day workshop intended to help Long Island communities hard-hit by Superstorm Sandy integrate Smart Growth, transit-oriented development, renewable energy, equitable development and environmental justice principles into their rebuilding strategies. The workshop, held in May 2014, created strong local interest in the initiative and is expected to lead to several focused trainings and ongoing dialogues among at-risk coastal communities and inland towns along Long Island’s central spine.

Building Capacity for Coastal Adaptive Planning, 2013-2014. Facilitated a daylong workshop in New Jersey’s Meadowlands to foster a dialogue on possible adaptation strategies given various sea level rise and flood risk scenarios. The workshop, which brought together several Meadowlands’ communities, regional planning bodies and NGOs, focused on giving participants an opportunity to understand how two different but complementary approaches – GIS-based sketch planning and exploratory scenario planning – can be used to help assess the impacts and tradeoffs associated with and viability of various adaptation strategies. The workshop was the culmination of a nine-month-long planning effort.

Urban Coastal Resilience Summit, 2011. Co-facilitated the *Summit to Build Urban Coastal Resilience in New York*, a daylong dialogue focused on identifying opportunities for increasing coastal resilience in New York State’s urban areas. The meeting, sponsored by the Lincoln Institute of Land Policy, brought together leaders from New York State, New York City, the Regional Plan Association and other communities and organizations committed to reducing vulnerability to urban coastal flooding tied to climate change-driven sea-level rise.

EPA Climate Change Panel, 2001. Supported a U.S. EPA-led initiative intended to examine effects of global climate change on ecosystem goods and services provided by the San Francisco Bay Delta watershed. Role included serving on the project’s Technical Advisory Panel, with a specific focus on the integration of ecological research and stakeholder processes. Also conducted a focused stakeholder analysis of about a dozen senior players in California water policy to look at opportunities to link the EPA initiative with evolving California policy. The effort was spearheaded by EPA’s National Center for Atmospheric Research.

Fisheries / Marine Resources

National Marine Fisheries Service Take Reduction Teams, 2007-Present. Facilitate six different multi-party stakeholder groups (known as Take Reduction Teams) tasked with providing consensus advice on strategies to reduce the incidental take of highly endangered North Atlantic right whales, false killer whales, harbor porpoise, bottlenose dolphin and other marine mammals in commercial fisheries in the

Atlantic, Pacific, Gulf of Mexico and in the waters off Hawaii. Generated numerous consensus agreements. In a separate but related project, have facilitated three separate NMFS cross-Team strategic planning efforts to improve overall effectiveness and consistency; also supported drafting of the NMFS TRT handbook for use nationally. Take Reduction Teams are mandated under the Marine Mammal Protection Act.

Eelgrass Restoration Workshops, 2022-Present. Design and facilitate a series of workshops intended to identify innovate pathways for maintaining eelgrasses along the U.S. mid-Atlantic coast. The seagrasses, at risk due to climate change-driven warming temperatures, provide food and shelter for diverse organisms, enhance coastal protection, sequester carbon and more. The workshop brings together scientists and resource managers from both eelgrass and other disciplines (both marine and terrestrials) to consider the potential and pitfalls associated with exploring possible innovative genetic pathways.

NMFS Highly Migratory Species Advisory Panel, 2010-2011 and 2016-Present. Facilitate the National Marine Fisheries Services' Highly Migratory Species Advisory Panel, a 40-member panel that brings together representatives of commercial fishing, recreational fishing, conservation organizations, and scientific institutions convened to advise the agency on evolving regulations. The non-consensus seeking deliberations focus on regulations relating to bluefin tuna, swordfish and other pelagic species.

Developing a Recovery Plan for Rice's Whale, 2020-2022. Designed and facilitated a five-part workshop to elicit candidate actions to help recover the highly endangered Rice's Whale in the Gulf of Mexico. The workshop series, which generated dozens of potential recovery actions, was particularly novel given it was conducted solely online, using a range of tools to engage participants. Workshop participants – a diverse group that included researchers, resource managers, environmental organizations, and industry representatives – also identified potential criteria for down-listing and delisting Rice's Whale.

Bottlenose Dolphin Researcher Workshop, 2021-2022. Designed and facilitated a two-day workshop to foster greater information exchange and data sharing between the National Marine Fisheries Service and the broader academic and research community working to improve management of bottlenose dolphins along the U.S. Atlantic coast. The effort, intended to resolve longstanding challenges, resulted in the group generating shared research priorities and suggestions for fostering improved coordination.

NMFS Marine Mammal Health and Stranding Response Program, 2018-2022. Supported an internal review of the National Marine Fisheries Services' Marine Mammal Health and Stranding Response Program to identify future priority activities within the program. The work included providing ongoing strategic guidance to help design and structure the review, as well as facilitating multiple discussions with NMFS's Protected Resource Board. The review looked across programs in all management regions, Science Centers and headquarters. The project also included designing and facilitating a multi-day retreat to streamline and prioritize staff workloads and focus.

NMFS Sea Turtle Research Prioritization Dialogue, 2019. Designed and facilitated an internal Agency workshop to help National Marine Fisheries Service staff (both managers and scientists) identify and prioritize among high-priority sea turtle bycatch reduction activities \over the next five years. The three-day national dialogue resulted in a consensus set of recommendations for specific actions across a range of fisheries and sea turtle species.

- Provide an in-depth review of current bycatch reduction tools by gear type and fishery to ensure participants had a common understanding of current bycatch reduction practices.
- Present management priorities identified by each NMFS Region Office/Science Center pair and OPR to better understand regional and national needs and overlapping interests.

- Identify high-priority sea turtle bycatch reduction activities for NMFS to pursue over the next five years.

Sea Scallop Management Dialogue, 2018. Designed and co-facilitated a series of dialogues with participants in the U.S. East Coast's diverse fishery with the goal of developing a broadly supported proposal for changing the way the economically important scallop fishery is prosecuted. The effort included a series of workshops with scallop harvesters from Virginia to Massachusetts to identify recommendations for addressing limitations to the current sea scallop management system.

National Take Reduction Program Strategic Planning, 2018. Planned and facilitated a three-day strategic planning session for the National Marine Fisheries Services' Take Reduction Program, a Marine Mammal Protection Act-stipulated program intended to reduce takes of at-risk whales and other marine mammals in U.S. commercial fisheries. The session brought together 20 staff from all six regions and headquarters to develop a process for prioritizing among program needs. The session generated consensus-support for FY16-18 funding priorities. Conducted similar session in 2015, 2012 and 2009.

NOAA Fish Passage Program Review, 2018. Facilitated a multi-day NOAA Fisheries program review of its Fish Passage Program. The review, which included discussion of both the Community-based Restoration Program and the FERC-driven Hydropower Program, centered on an independent review panel comprising federal, state, academic and NGO members and included presentations on Fish Passage Program efforts from all NMFS regions, including Alaska. The Panel's deliberations generated a set of individual findings and recommendations to strengthen the program. CBI facilitated the dialogue and prepared an in-depth report summarizing both the process and individual panelist reports.

Cook Inlet Beluga Research Workshop, 2017-2018. Work with the National Marine Fisheries Service to design, facilitate and prepare a written report summarizing a multi-day workshop to help guide future research on the endangered Cook Inlet beluga in coastal waters off Anchorage, Alaska. The late 2017 workshop, which brings together government, academic and private researchers, is intended to better understand the risks and benefits associated with different invasive research methods and then identify priorities among the candidate research actions.

Insular False Killer Whale Recovery Workshop, 2016. Designed and facilitated a four-day, technically dense workshop to inform NOAA Fisheries' development of a recovery plan for the at-risk insular false killer whale stock off the Hawaiian islands. The workshop, which brought together state and federal fishery managers and scientists, independent researchers and representatives from conservation organizations, sought feedback on the key risk factors impacting the stock, potential recovery criteria, focused input on prioritized recovery and research actions.

Deepwater Horizon Natural Resources Damage Assessment Workshop, 2016. Facilitated a half-day workshop with fisheries, environmental and other interests to gather suggestions for focusing restoration and research projects as part of the Deepwater Horizon oil spill settlement. The discussion generated a series of potential candidate projects to mitigate impacts to commercially caught finfish, as well as sea turtles and marine mammals.

NOAA Endangered Species Recovery Program Review, 2016. Facilitated a multi-day NOAA Fisheries program review of its ESA Recovery Program. The review, which centered on an independent review panel comprising federal, state, academic and NGO members and included presentations on Recovery Program efforts from all NMFS regions, including Alaska, generated a set of individual findings and recommendations to strengthen the program. CBI facilitated the dialogue and prepared an in-depth report summarizing both the process and individual panelist reports.

Serious Injury Determinations in Sea Turtle Interactions with Non-Longline Fisheries, 2015. Planned and facilitated multi-day workshop to inform development of national criteria for assessing post-interaction mortality of sea turtles captured in trawl, net and pot/trap gear. The workshop brought together veterinarians, marine turtle biologists, observer program experts, and resource managers to consider available, relevant information and to elicit expert opinion to best inform the future development of post-interaction mortality criteria. The criteria are necessary to inform Section 7 consultations to determine the anticipated level of lethal and non-lethal incident take.

Marine Mammal Deterrence Workshop, 2014-2015. Planned and executed a multi-day workshop to identify safe methods for non-lethally deterring marine mammals from damaging fishing gear and catch, damaging personal or public property, or endangering personal safety. The workshop, convened in February 2015 by the National Marine Fisheries Service, brought together experts in marine mammal biology and ecology, veterinarians, and fishery managers with the goal of evaluating the risks to marine mammals associated with various deterrent methods and technologies.

National Marine Fisheries Service Stranding Network, 2014. Facilitated two-day strategic planning session to strengthen coordination and improve communication between the NMFS Stranding Network non-profit partners, NMFS headquarters and the Greater Atlantic Region. The dialogue, which brought together non-profit partners from Virginia to Maine, generated a broadly supported suite of steps to clarify roles and responsibilities, address communication challenges between and among partners, and work through underlying trust issues that were compromising program effectiveness.

National Marine Fisheries Service Disentanglement Response Network, 2014. Facilitated two-day strategic planning session that brought together NMFS Disentanglement Network staff from headquarters, the Southeast Region and the Greater Atlantic Region to take stock of program effectiveness, identify barriers to more effective coordination among regions and headquarters, and develop recommendations for realigning roles and responsibilities to meet Program objectives and overcome challenges. The dialogue generated a broad consensus agreement on revamping regional and national responsibilities, and rethinking strategies to strengthen network responder capabilities, as well as hammering out a series of concrete follow-up actions intended to implement program changes.

Performance Review of the International Pacific Halibut Commission, 2012. Conducted in-depth performance review of the bi-national International Pacific Halibut Commission (IPHC), the world's oldest regional fisheries management organization. The review – a mix of stakeholder interviews, IPHC meeting observations and comparisons with other fisheries management organizations – generated a broad set of findings and a series of twelve recommendations ranging from stakeholder involvement and Commission composition, to tribal engagement, scientific advice for policy and transparency.

Rights-Based Fisheries Management Workshop, 2012. Provided strategic planning advice to the National Marine Fisheries Service's Southwest Regional Office and Fisheries Science Center in the design of a multi-day workshop focused on the potential for rights-based fisheries management in the Pacific herring fishery. The workshop focused on creating opportunities for participants both supportive and wary of rights-based management to assess and learn from experiences in other U.S. fisheries.

Northeast Fisheries Science Dialogue, 2011. Facilitated a fast-track dialogue intended to improve collaboration among the Massachusetts's Division of Marine Fisheries, the University of Massachusetts and the National Marine Fisheries Service's Northeast Fisheries Science Center. The dialogue, convened by NMFS national leadership, generated a written agreement that stepped out overarching principles and a specific work plan to strengthen collaboration and generate best available science to support fisheries management decisions. The agreement was hammered out over a four-month period.

Coastal Marine Spatial Planning Workshop in Hawaii, 2011. Co-led a one-day workshop in Hawaii focused on effective stakeholder participation in Coastal Marine Spatial Planning (CMSP) efforts. The workshop – offered to approximately 40 fishermen, indigenous and community members, and Council staff – highlighted the critical role of negotiation in CMSP, emphasizing the essential need to articulate interests and exploring ways to organize and mobilize data and information for effective planning.

West Coast Swordfish Dialogue, 2011. Designed and facilitated *U.S. West Coast Swordfish Workshop: Working towards Sustainability*, a two-day dialogue intended to identify opportunities for rebuilding the diminished West Coast fishery. The wide-ranging workshop held in San Diego brought together more than 70 participants with a diverse range of perspectives - from commercial fishing, fishery management and ocean conservation, to seafood consumers, suppliers, and restaurateurs.

Conservation Alliance for Seafood Solutions Training, 2011. Designed and led a training course in mutual gains bargaining for the Conservation Alliance for Seafood Solutions, a 16-member consortium devoted to the dual goals of protecting ocean ecosystems and ensuring a long-term seafood supply. The focus of the training was to impart and practice skills that will serve the Alliance internally, but also foster more productive negotiations with external partners.

NMFS Data Timeliness Workshop, 2011. Facilitated two-day workshop focused on Recreational Data Timeliness, as part of the overall Marine Recreation Information Program. The workshop, attended by NMFS staff, state and regional fishery management councils, fishery management commissions, recreational fishing community and NGOs involved in fisheries management and conservation, generated numerous concrete strategies for improving the timeliness of data used to manage recreational fisheries nationwide.

Loggerhead Turtle Listing Status, 2010. Facilitated two-day, cross-agency meeting involving senior National Marine Fisheries Service and U.S. Fish and Wildlife Service leadership and scientists and policy staff from offices around the country to clarify whether loggerheads in the North Pacific and Northwest Atlantic Distinct Population Segment (DPS) should be classified as endangered or threatened.

New York Marine Endangered Species, 2009. Designed and facilitated an October 2008 workshop focused on protecting marine endangered species in New York State waters. The three-day workshop, convened 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.

National Marine Fisheries Service Vessel Monitoring System, 2009. 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 internal issues related to the use of the Vessel Monitoring System (VMS), a satellite-based technology that helps track fishing boat locations when at-sea.

International Fisheries Conference, 2003. Helped design and facilitate a four-day conference bringing together fishermen, fishery managers, researchers, environmental advocates, and other stakeholders to address issues of seabird and marine turtle bycatch and mortality in longline fisheries.

Wind Energy

BOEM North Atlantic Right Whale Vessel Strike Framework, 2022-present. Conduct a series of roundtable discussions to better understand stakeholder perspectives on an effective vessel strike framework to minimize risk to right whales from offshore wind activity. Based on multiple conversations with offshore wind energy developers, environmental organizations, researchers and scientists, and federal partners like the Marine Mammal Commission and the U.S. Coast Guard, we are drafting a summary report that will include recommendations for engaging and resolving stakeholder differences.

NYS Offshore Wind Energy Environmental Working Group, 2018-present. Provide strategic planning advice for and facilitate a New York State-led working group that brings together environmental advocates, industry, and state/federal resource managers to inform the state's development of its offshore wind energy program. Discussions include: informing industry best practices for minimizing impacts to marine mammals, sea turtles and birds/bats from offshore wind development and operations; providing input into wind developers' mitigation plans; and identifying research priorities.

Offshore Wind Energy State Task Forces, 2012-present. Facilitate a series of federally established state task forces convened to create a platform for federal, state, local and tribal coordination on offshore wind opportunities in the United States. The Task Forces provide input on the federal process for identifying, leasing and developing offshore renewable energy opportunities from the Carolinas up through Maine, as well as Oregon and Hawaii. Focus includes wind farms, wave energy and offshore transmission lines.

BOEM Offshore Development Strategy Assessment, 2017. Conducted an in-depth assessment of the Bureau of Ocean Energy Management's *Smart from the Start* initiative to foster offshore wind energy development. The assessment required interviews with both external stakeholders (federal, state, local and tribal), current offshore wind lessees, and internal BOEM staff and leadership to inform detailed recommendations for modifying the federal agency's approach to its intergovernmental task forces. CBI recommendations led to several shift changes in BOEM's offshore task force process.

Mid-West Wind Energy Multi-Species Habitat Conservation Plan, 2013-2016. Facilitated a series of dialogues among U.S. Fish and Wildlife Service, state resource managers, American Wind Energy Association and a consortium of wind energy developers looking to develop a multi-species habitat conservation plan to address risks to threatened and endangered species, particularly the Indiana bat, posed by the development of wind energy projects across eight mid-western states. The dialogue, intended to help parties break through an impasse, steps out broadly supported strategies to address avoidance and minimization measures, mitigation and monitoring needs.

Great Plains Wind Energy Multi-Species Habitat Conservation Plan, 2016. Facilitated a multi-day meeting of the U.S. Fish and Wildlife Service, state resource managers, American Wind Energy Association and a consortium of wind energy developers working to develop a multi-species habitat conservation plan to address risks the lesser prairie chicken posed by the development of wind energy projects. The dialogue, intended to help parties break through an impasse, stepped out a series of options to estimate, mitigate and monitor for impacts to the lesser prairie chicken.

Bureau of Ocean Energy Management Offshore Wind and Fisheries Outreach, 2015. Assessment of issues, research needs and outreach strategy with fishing industry interests from Maine to North Carolina on the prospect of offshore wind development. Assessment required extensive interviews with fishing industry and resource managers and reviewing comments on state leasing proposals, best practices in mitigation and other past outreach. CBI developed recommendations for, among other

things, strengthening outreach and communicating effectively with the fishing industry throughout the stages of offshore wind energy development, and developing core messages to address fishing interests.

Water Resources

Cosumnes Subbasin Sustainable Groundwater Management, 2016-Present. Provide strategic planning support and facilitate two seven local entities tasked with developing a collaborative approach to sustainably managing groundwater usage in the Cosumnes Subbasin just south of Sacramento, California. The effort, begun in 2016, requires agricultural water suppliers, county and city water managers, and others to identify long-term water needs and then map out a strategy to ensure future pumping avoids triggering undesirable results ranging from falling water levels and water quality impacts to land subsidence and dewatering important environmental flows. The group has hammered out a 20-year-plan and is now moving into implementation.

Sacramento Water Forum Agreement Extension, 2019-Present. Co-lead a multi-year effort to support environmental, water agency, business and public interest's efforts to negotiate an updated Water Forum agreement, a detailed roadmap for meeting the organization's twin objectives of providing a reliable and safe water supply for the Sacramento region's long-term growth and economic health, while preserving the fishery, wildlife, recreational, and aesthetic values of the lower American River.

Lower American River Task Force, 2013-2022. Designed and facilitated quarterly meetings of the Lower American River Task Force, a citizen and agency body convened to discuss flood, environmental and recreational management issues affecting the lower reach of the American River from Folsom Dam to the Sacramento River. Current issues focus on ecosystem restoration efforts, new guidelines to manage Folsom Dam water control releases, and regional-statewide flood planning integration.

Sacramento Water Forum Strategic Planning, 2013-2020. Provided strategic planning advice to the Executive Director of the Sacramento Water Forum, a 40-member body that brings together water purveyors, environmentalists, agricultural interests, business leaders and city and county governments committed to jointly securing the future of the Sacramento region water supply through the year 2030. The current strategic planning effort focuses on building a broadly supported strategy for enhancing in-stream flows to protect public trust resources in the lower American River.

NGO Groundwater Collaborative Workshop, 2017. Convened a one-day strategic planning session for environmental non-governmental organizations seeking to develop more effective approaches to influencing implementation of California's Sustainable Groundwater Management Act. The session, convened by the Clean Water Fund, brought together 20-plus organizations from around the state and generated a targeted set of priority actions. Discussions centered on governance, legislative remedies for perceived weaknesses in the current legislation and strategies for strengthening NGOs' work with relevant state agencies responsible for overseeing SGMA implementation.

California Groundwater Measurable Objectives Roundtable, 2015-2016. Provided strategic planning advice and facilitation in support of creating a shared knowledge base regarding the state of practice around measurable objectives for sustainable groundwater management. The dialogue, which brought together water agencies, academics, state agencies, agricultural and environmental organizations and others, was convened by the California Water Foundation and aimed to identify lessons learned that could inform development of regulations to evaluate the Groundwater Sustainability Plans.

Caloosahatchee River Restoration, 2013-2015. Worked with the South Florida Water Management District to design and facilitate a stakeholder process intended to develop a vision for improving the health of the Caloosahatchee River and Estuary. The project, begun in March 2013, was intended to generate a shared ecological vision for both near- and longer-term actions. The dialogue included a scientific workshop focused on identifying key ecological indicators, as well as quarterly stakeholder meetings designed to engage policy and management-related issues and an inter-agency dialogue intended to prioritize among regional and local projects. A key facet of the work focused on balancing water quality and water supply needs, both upriver and at the estuary.

California Groundwater Management Strategy, 2013-2014. Provided strategic planning advice and facilitation in support of an effort among Central Valley water managers to develop the outline of a viable groundwater management program intended to reverse California's decades-long and debilitating overdraft of its groundwater resources. The dialogue, convened by the non-profit California Water Foundation, resulted in an unprecedented level of consensus on a suite of possible actions now being considered for implementation by the governor and legislative leaders.

California State Water Resources Control Board Assessment and Leadership Initiative, 2011. Undertook an assessment of the purpose, effectiveness, operations, and potential to strengthen the governance and deliberations of the State Board's Management Coordinating Committee – a body that includes State Board executives, Executive Officers from all nine regions, and other senior staff. Subsequently worked with Steering Committee of executive officers and several work teams to devise policy and procedural changes to implement key findings.

UN CEO Water Mandate Initiative, 2008. Facilitated 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 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.

California Bay-Delta Program, 1998-2007. 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 agricultural and urban water use efficiency, water use measurement and long-term finance strategies. Worked on nearly a dozen separate projects over the period, including:

- Facilitating a two-year long, multiparty dialogue among agricultural, environmental and agency interests working to structure a ground-breaking program that elicits and assures efficient agricultural water use;
- Designing and co-facilitating independent panels on assessing agricultural water conservation potential, defining appropriate measurement of agricultural water use; and 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 a multi-party dialogue to develop a broadly supportable conservation-focused certification program for urban water suppliers

Imperial Irrigation District, 2005-2007. 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. Specific projects were:

- 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.
- 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.

California Urban Water Conservation Council (Council), 2002-2004. Facilitated a multi-day strategic planning retreat in 2001 for the Council, 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. Additionally, facilitated the CUWCC's follow-on 2004 strategic planning session.

Westlands Land Retirement Analysis, 2001-2002. Teamed with several resource economists to undertake a financial analysis for Westlands Water District to evaluate the potential impacts of a significant land retirement proposal. The analysis was prompted by a proposal from the U.S. government to retire up to 200,000 acres of land in Westlands from agricultural production to address the District's water supply and drainage issues.

Other

Urban Forest Task Force, 2019-Present. Design and facilitate an effort to develop and carry out an agenda of high-priority actions to strengthen New York City's urban forest, with an emphasis on ensuring its benefits are shared equally across the city's diverse population and able to adapt to climate change. The Nature Conservancy-led effort brings together public, private and non-profit entities and has generated numerous recommendations related to forest stewardship, policy initiatives, outreach needs and research. Launched shortly before the Covid-19 shutdown, much of the work has taken place online, using innovative platforms to foster in-depth participant engagement and relationship building.

Fort Hancock Advisory Committee, 2018-Present. Facilitate quarterly meetings of a formal advisory body convened by the National Park Service to provide guidance on efforts to restore and re-use dozens of historically significant buildings on the former Fort Hancock base in Sandy Hook, New Jersey. The effort includes facilitating Committee meetings, a work team on managing leasing impacts, and broader stakeholder discussions, as well as providing strategic planning advice to regional Park leadership.

Fair and Affordable Housing Roundtable, 2018. Facilitated a series of nine meetings that brought together fair and affordable housing advocates in the NYC region with the goal of developing a shared priority policy agenda. The discussions resulted in a series of consensus recommendations that have sparked legislative changes in New York State and led to the launching of an ongoing coalition.

Addressing Fire Risk in the Wildland-Urban Interface, Colorado, 2013. Provided strategic planning advice for a meeting of state-level policy makers, local officials and fire marshals under the auspices of the National Fire Prevention Association to examine regulatory and non-regulatory approaches to addressing fire risks in the wildland-urban interface (WUI) along the front range of Colorado.

Mexican Wolf Recovery Team, 2012-2013. Provide facilitation and strategic planning support to the U.S. Fish and Wildlife Service as part of its effort to update the Recovery Plan for reintroducing the Mexican wolf into the Southwest U.S. and Mexico. Initial work focused on facilitating deliberations among the Team's Science and Planning Subgroup, a bi-national scientific work group convened to develop objective and measurable recovery criteria.

Farm and Food Policy Summit, 2011. Facilitated ground-breaking meeting that brought together more than 100 leading agriculture, anti-hunger, public health and environmental advocates to better understand each other's interests related to the 2012 Farm Bill and identify opportunities for possible future collaboration. Worked with a small organizing committee for several months prior to the event to help parties build a shared vision for the summit. Facilitated a similarly focused retreat in January 2011 in Asilomar, California.

Alaskan Way Viaduct Transportation Project, 2007-2010. Helped senior Washington State, City of Seattle and King County transportation officials 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 \$4.2-billion project was agreed to after a rigorous yearlong alternatives analysis that assessed eight distinct alternatives and several hybrids based on a set of six specific solution principles. Served as a strategic advisor to the three parties over a three-year period, focusing on collaborative process design, strategic planning advice, dispute resolution and stakeholder involvement.

Strategic Planning for National Science Foundation Initiatives in South Dakota and Mississippi, 2009. Provided strategic planning support 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.

Lake Tahoe Science Consortium, 2004-2005. 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. The second phase of work centered on briefing local implementing agencies, including several special districts, on plans for the Consortium.

U.S. EPA, 1998-2001. 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 (described in greater detail above); (2) 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.

Fort Ord Restoration Advisory Board, 1998-1999. Conducted a yearlong, strategic planning diagnostic and convening process for the Fort Ord Restoration Advisory Board, a twenty-plus-member citizen-agency group convened to review proposed environmental cleanup activities at the sprawling former Army base in Monterey, California. An essential facet of the work, done in 1998-1999, was the situation assessment – a series of interviews with nearly 30 stakeholders that resulted in the adoption of near-term milestones to guide and track the group's potential to move past years of unproductive and contentious deliberations.

Regulatory Negotiations to Implement Amendments to the California Endangered Species Act, 1998. Facilitated a 15-member Working Group convened by the California Department of Fish and Game to

develop regulatory language for “safe harbor” amendments to the California Endangered Species Act. Work included preparing, facilitating and debriefing meetings, developing a single-text document recording the group’s preferred language; and briefing agency staff on key issues impacting the group.

Training and Capacity Building

New England Fishery Management Council, 2019. Designed and facilitated a two-day workshop for the New England Fishery Management Council to improve the council’s internal operations and foster and strength staff collaboration and teamwork. The workshop generated a series of specific recommendations for realigning internal procedures, managing the council’s intense workload, and finding more effective ways to engage and seek input from its affected stakeholder community.

Building and Maintaining Effective Partnerships, 2016. Designed and co-led training for the National Marine Fisheries Services’ Greater Atlantic Regional Fisheries Office. Training provided a framework for assessing the merits and challenges of potential partnerships, as well as considering strategies to assess and strengthen ongoing teaming efforts with other agency divisions, federal/state partners and NGOs.

Negotiating and Facilitating Effective Environmental Agreements, 2014. Designed and co-led customized negotiations and facilitation training for all Protected Resources Division staff within the National Marine Fisheries Services’ Greater Atlantic Regional Fisheries Office.

Achieving Mutual Gains, 2012-present. Design and deliver advanced negotiation trainings for Pfizer, Inc. Training focuses on skills for joint gains in negotiations with national payers, covering pricing, patient access, risk sharing and other issues. Trainings delivered to program staff from Turkey, the Mid-East/Africa region, Western Europe, and several Eastern European nations and Russia.

Conservation Alliance for Seafood Solutions, 2011. Designed and led a customized training course in mutual gains bargaining for the Conservation Alliance for Seafood Solutions, a 16-member consortium devoted to the dual goals of protecting ocean ecosystems and ensuring a long-term seafood supply.

Facilitating and Mediating Effective Environmental Agreements, 1998-2011. Co-taught multiple sessions of CONCUR’s annual advanced training course on leading mutual gains bargaining negotiations.

Negotiating Effective Environmental Agreements, 1998-2011. Co-taught multiple sessions of CONCUR’s annual entry-level, two-day training course on participating in mutual gains bargaining negotiations.

National Marine Fisheries Service, Southeast Region Office, 2008. Co-led customized two-day training to provide the region’s Protected Resources Division staff with a framework for negotiating complex environmental agreements.

U.S. Bureau of Reclamation, 2004. Co-led customized training for the U.S. Bureau of Reclamation on mutual gains bargaining; brought together staff from throughout the Western United States.

California State Water Resources Control Board, 2001. Co-led customized training of State Water Board staff as part of University of California Davis and the State Board’s efforts to design and present a new Water Leadership curriculum.

Pacific Gas and Electric, 2000. Co-led a customized series of trainings for Pacific Gas and Electric staff, with emphasis on negotiating with regulators and tools to reach mutual gains outcomes.

San Francisco Bay Regional Water Quality Control Board, 1999. Co-led customized training of 80 Regional Board staff members, with focus on mutual gains bargaining principles and practices.

State of Nevada, Department of Conservation and Natural Resources, 1998. Co-led customized two-day training on negotiating effective environmental negotiations for senior staff from Divisions of Water Planning, Water Resources, State Parks and Wildlife, as well as the State Attorney General's Office.

SELECTED PRESENTATIONS, PUBLICATIONS AND HONORS

Presenter, *At What Point Managed Retreat? Resilience, Relocation and Climate Justice*, Columbia University Earth Institute, New York, NY, June 2021

Presenter, *Accelerating Adaptation in New York State*, Ithaca, NY, March 2020

Handbook of Climate Change Resilience: Working Together to Build Climate Resilience in Hudson River Communities; co-authored with Libby Zematis, et. al., 2019

Presenter, *At What Point Managed Retreat? Resilience Building in the Coastal Zone*, Columbia University Earth Institute, New York, NY, June 2019

Presenter, *Climate: How to Build Resilience Through Facilitation and Collaboration*, 17th Annual Association for Conflict Resolution Conference (Greater New York Chapter), New York, NY, June 2018

Panelist, *Shifting Shores: Planning for Sea Level Rise in NJ Communities*, New Jersey American Planning Association annual meeting, New Brunswick, NJ, January 2017

Guest Lecturer, *Graduate Seminar: Museums & Community*, New York University, NY, December 2016

Panelist, *Confronting Long Term Adaptation: What is Needed*, Regional Plan Association Conference, New York, NY, December 2016

Guest Lecturer, *Graduate Seminar: Museums & Community*, New York University, NY, April 2016

Moderator, *"The Politics and Psychology of Managed Retreat,"* Waterfront Alliance, New York, NY, May 2016

Guest Lecturer, *Graduate Seminar: Museums & Community*, New York University, NY, 2015

Guest Lecturer, *Working Through Conflict: Mediation, Negotiation and Facilitation*, Pace University, NY, 2014

Guest Lecturer, *Environmental Conflict Resolution Strategies*, Columbia University, NY, 2011

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, 2009

Presenter, *Urbanization of Irrigated Land and Water Transfers Conference*, U.S. Society for Irrigation and Drainage Professionals, Tucson, AZ, 2008

Presenter, *Fourth Annual Conference*, U.S. Institute of Environmental Conflict Resolution, Tucson, AZ, 2005

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., 2001

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, 1999

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., 1999

Numerous presentations, economic development and international trade conferences, Alaska, 1990-97

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, 1996

First Place: Enterprise reporting, for series on public school financing. Awarded by Sigma Delta Chi, New York City chapter, 1983