

Bennett Brooks, M.P.P. Senior Associate

BIOGRAPHY

Senior Associate Bennett Brooks heads up CONCUR's New York City office. Bennett is an integral part of the CONCUR team, serving as lead staff on several of the firm's largest projects, currently including the Alaskan Way Viaduct project in Seattle. He is involved in all facets of CONCUR's work, including mediation, facilitation, strategic planning and joint fact-finding, and he is adept at working with senior policy makers. Bennett's project work has included facilitating collaborative dialogues on complex water resource conflicts, public financing, military base reuse and ecosystem restoration issues. He has also managed and facilitated several high-profile independent review panels. Since joining the firm in 1998, Bennett has co-designed and taught more than 15 negotiation/mediation training courses. Trainings emphasize theory, skills and processes necessary to participate in and/or design mutual-gains bargaining initiatives. Before joining CONCUR, Bennett worked as a senior trade and economic development official in the Alaskan government. He also worked as a journalist in the New York metropolitan area and in Asia. Bennett earned his Master's Degree in Public Policy at the Kennedy School of Government at Harvard University, where he specialized in housing and economic development.

AREAS OF SPECIALIZATION

- Environmental, land use 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

PROFESSIONAL EXPERIENCE

1997-Present Senior Associate, CONCUR, Berkeley, CA.

Selected relevant CONCUR projects and clients include:

Harbor Porpoise, Pelagic Longline and Atlantic Large Whale Take Reduction Teams. CONCUR is facilitating three different East Coast stakeholder groups focused on reducing incidental bycatch of Harbor Porpoise, Atlantic Large Whale and other at-risk marine mammals. CONCUR's work focuses on (1) conducting stakeholder assessments, (2) convening both in-person and teleconference meetings among fishermen, conservationists, academics, researchers and government agencies, and (3) summarizing emerging agreement. CONCUR's work with the National Marine Fisheries Service on this effort strives to identify consensus-supported approaches that can reduce bycatch to sustainable levels. CONCUR is also helping NMFS undertake cross-Team strategic planning efforts to improve overall effectiveness and consistency.

Alaskan Way Viaduct. In 2007, CONCUR helped Washington State, the City of Seattle and King County broker a three-way agreement to resolve a longstanding dispute over replacing the at-risk Alaskan Way Viaduct, a 60-year-old stacked highway that separates downtown Seattle from its waterfront. The agreement calls for constructing a deep-bored tunnel under the city, as well as significant improvements to current transit service and city streets. CONCUR's role in the project – expected to cost \$4.2 billion – focused on collaborative process design, strategic planning and stakeholder involvement. CONCUR continues to support project implementation.

UN CEO Water Mandate Initiative. In March 2008, CONCUR facilitated the 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. CONCUR helped design and facilitate an October 2008 workshop focused on protecting marine endangered species in New York State waters. The three-day workshop, held in Port Jefferson, NY, and 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. CONCUR worked with the National Marine Fisheries Service's Office of Law Enforcement and the Northeast Regional Office to help the two 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. VMS is used both to support law enforcement and fisheries management activities. As a result, the competing needs make it challenging to operate the system in a manner that is equally effective and affordable for both offices. 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. 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 a two-year long 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, 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, 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 periodic public workshops, preparing a bi-monthly project newsletter, and designing and maintaining a project website. Both efforts required extensive strategic planning, facilitation and public outreach.

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.

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 and coordination with other local, state and federal agencies. Led 1996 gubernatorial mission to Japan and Korea. Managed \$1-million budget and 13 people working in five countries. Served as Trade Specialist in the same office prior to promotion.

1981-88 Journalist, U.S. and Asia

Reporter/Editor. 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 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, American Bar Association – Section on Dispute Resolution Annual Meeting, New York, NY
- 2008** Presenter, Urbanization of Irrigated Land and Water Transfers Conference, U.S. Society for Irrigation and Drainage Professionals, 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** *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.