

# CINDY COOK

Adamant Accord, Inc.  
166 East Avenue, #2  
Burlington, Vermont 05401  
[ccook@adamantaccord.com](mailto:ccook@adamantaccord.com)  
[www.adamantaccord.com](http://www.adamantaccord.com)

---

## EDUCATION

**Yale University** B.A. in Anthropology and Economics, 1980  
**East Carolina University** M.A. Maritime Archaeology, A.B.T.  
**Vermont Law School** Environmental Dispute Resolution, 1992

## EXPERIENCE SUMMARY

Significant experience facilitating public Involvement processes  
Significant experience facilitating the work of advisory groups  
Significant experience facilitating potentially contentious public meetings  
Significant experience mediating multi-party disputes  
Significant experience acting as a project manager

## SKILLS AND ATTRIBUTES

Ability to convene and facilitate conversations with a broad range of stakeholders  
Ability to develop immediate rapport with a broad range of people  
Ability to resolve sensitive issues "away from the table"  
Ability to "parachute in" to complex and contentious projects and develop effective strategies for moving forward  
Ability to assimilate large amounts of information very quickly  
Ability to summarize complex information in readily understandable formats  
Ability to create objective fact sheets and process "road maps"  
Ability to work with the press on high-profile projects  
Ability to develop immediate rapport with a broad range of people  
Ability to work with difficult personalities in high-conflict situations  
Ability to "parachute in" to complex and contentious projects and develop effective strategies for moving forward  
Warmth, intelligence and humor

## PROFESSIONAL EXPERIENCE

### **Summer Faculty and Fellow of the Land Use Institute, Vermont Law School (2003 to 2009)**

#### **Vermont Health Care Ombudsman**

Assisted Vermonters in gaining access to health care and resolving care issues. Handled over 100 cases at a time. Identified systemic issues that came to light via calls to my office, and reported on these issues and suggestions for resolution to the Office of VT Health Access and the legislature.

#### **Principal, Adamant Accord, Inc. (1991 to Present)**

Founder and Principal of Adamant Accord, Inc-- a small, woman-owned company that offers public outreach, facilitation, mediation and public involvement process services.

Brief summaries of projects follow:

##### Chicago Area Waterway System Advisory Committee Facilitation

Facilitator for a 40-member Advisory Committee a group charged with making recommendations re short and long-term measures to prevent Asian carp and other aquatic invasive species from moving between the Mississippi River and Great Lakes basins through the Chicago Area Waterway System.

##### North Avenue Pilot Project Public Involvement Process

Facilitated a public involvement process for the highly contentious and helped diffuse tensions by developing clear and objective fact sheets that addressed the key issues of concern. Facilitated public meetings in a way that gave everyone an opportunity to express their opinions while ensuring that the meetings remained civil.

##### Circumferential Highway (CIRC) Alternatives Task Force Facilitation

Facilitator for a task force convened by the Governor, The VT Agency of Transportation, and the Chittenden County Metropolitan Planning Organization to identify projects and planning activities which will aid in meeting the original Purpose and Need of the CIRC Highway Project: mobility, congestion, transportation demand, safety, livability, and economic development. [www.circtaskforce.org/](http://www.circtaskforce.org/)

##### Elizabeth Mine Community Advisory Group Superfund Facilitation

Facilitator for an intensive, multi-year, public involvement process regarding the cleanup of an historic mine. Facilitated discussions leading to CAG support of Superfund listing, and on-going interactions between the CAG, EPA, the Army Corps of Engineers and the Vermont Agency of Natural Resources.

##### Vermont Gas Addison Expansion Public Engagement Process Design and Facilitation

Designed and facilitated a comprehensive public engagement process for a proposed natural gas line expansion project. Convened and facilitated a Technical Working Group that developed objective project fact sheets, convened and facilitated a Route Advisory Group of approximately 40 stakeholders, and facilitated open houses to convey project information to the affected public and to hear residents' interests and concerns.

##### Addison County Pipeline Public Meeting

Facilitated a very large public meeting that was designed to provide the public with the opportunity to ask the staff of the Public Service Department questions and express concerns regarding a natural gas pipeline in western Vermont. Tensions were very high prior to the meeting. An activist group had occupied the PSD offices the week before the meeting. Despite tensions, the meeting was an example of civil discourse at its best.

##### East Montpelier Land Use Forum

Facilitated a very successful meeting of community members to discuss concerns regarding conservation land in the town of East Montpelier, VT.

#### Raymark Superfund Site Facilitation

Facilitated public meetings and an open house for a high profile and highly controversial proposal for the cleanup proposal. EPA brought Adamant Accord in to assist with listening to and managing a number of vociferous parties who had monopolized meeting time at previous meetings. We built effective relationships with all parties and helped the outspoken stakeholders express their opinions without dominating the meetings. At the conclusion of the meetings, there was broad-based community support for proceeding with EPA's Proposed Plan.

#### West Lake Superfund Site Community Dialogue Facilitation

EPA Region 7 brought Adamant Accord in to conduct a situation assessment and work with EPA staff and stakeholders to design and facilitate an effective public engagement process re this high profile Superfund Site. The goal was to create a process that respected the work of an existing Community Advisory Group while at the same time creating a forum for a more inclusive and productive conversation. Parties described the community dialogue meetings as the best meetings they had had with EPA in the 25-year history of the project.

#### Lead Paint Policy Analysis

Conducted a policy analysis for the State of Vermont Department of Health regarding its policy for lead paint abatement. This analysis compared Vermont's policy to that of other states and made recommendations as to how the Department of Health should proceed with developing more effective lead abatement rules and regulations.

#### Mill River, CT Sediment Remediation

Facilitated and mediated a series of intensive meetings between the Connecticut Department on Energy and Environmental Protection, the Town of Fairfield, CT, a community group, and Exide, Inc. regarding the high profile remediation of lead contaminated sediments in the Mill River. In three months, these discussions lead to the resolution of a 41-year-old dispute.

#### U.S. Forest Service Sacred Sites Listening Session Facilitation

Facilitated a regional tribal listening session for the US. Forest Service in Ashland, WI. The purpose of the listening session was to gather input from tribal representatives regarding the development of a new rule that will govern the management of scared sites on National Forests and Grasslands.

#### Public Relations Officer: Brattleboro I-91 Bridge Replacement

Public Relations Officer for the design-build replacement of bridges on I-91 in Brattleboro, VT. Designed and implemented public outreach strategy, including public meetings and updates using e-mail and social media.

#### U.S. Forest Service Planning Rule Development Tribal Listening Session Facilitation

Lead facilitator for a regional roundtable for the U.S. Forest Service in Chicago. The purpose of the roundtable was to gather tribal input from stakeholders regarding the development of a new planning rule that will govern the development of forest and grassland plans.

#### U.S. Forest Service Planning Rule Development Regional Round Table Facilitation

Lead facilitator for a regional roundtable for the U.S. Forest Service in Chicago. The purpose of the roundtable was to gather input from stakeholders regarding the development of a new planning rule that will govern the development of forest and grassland plans. Developed a process whereby stakeholders could gain remote access to the roundtable discussions.

#### West Valley Demonstration Project Assessment and Facilitation

Conducted a situation assessment, developed a process, and facilitated meetings to improve working relationships between the West Valley Citizens Task Force and a number for federal and state agencies regarding the management of a nuclear waste storage facility in West Valley, N.Y.

#### Vermont Storm Water Advisory Group Facilitation

Facilitated meetings re the development new VT Storm Water Management Rules. Developed outreach materials.

#### Cultural Heritage and Recreation Advisory Committee Facilitation

Facilitated a meeting of a committee of the Lake Champlain Steering Committee regarding historic and cultural resources and the economic development of the Lake Champlain Basin.

#### Facilitator, Hudson River Pcb Superfund Site

Interviewed stakeholders and developed a Community Involvement Plan for the highly contentious Hudson River

Superfund Project as one of the senior member of a facilitation team.

Vermont Storm Water and Smart Growth Policy Dialogue

Facilitated a series of stakeholder workshops regarding smart growth and storm water management. The workshop results will inform the development of a revised Vermont Storm Water Management Manual.

Facilitator: EPA Region 1 Environmental Justice and Green Jobs Roundtable Initiative

Designed and facilitated a regional roundtable to identify strategies for increasing the success of unemployed and under-employed New England Brownfields job training graduates in getting jobs that benefit the environment, including jobs related to Brownfields assessment and remediation, sustainable reuse and energy efficiency.

District of Columbia Smart Growth and Innovative Storm Water Management Facilitation

Facilitated a series of meetings between with EPA's Office of Wetlands, Oceans and Watersheds Smart Growth Team and District of Columbia officials regarding opportunities to increase the use of innovative storm water management practices within the District.

Vermont Storm Water Management Workshop Facilitation

Facilitator for a series of workshops regarding innovative storm water management techniques convened by the Vermont Department of Environmental Conservation. The workshops will inform the development of a revised storm water management manual that reflects state of the art practices.

Vermont Governor's All Terrain Vehicle (ATV) Collaborative Public Input Process

Facilitated a public involvement process as part of a statewide policy development process. 300+ participant

Vermont Water Quality Standards Stakeholders Facilitation

Interviewed participants and facilitated a meeting which resulted in an agreement to participate in a collaborative process to develop recommendations regarding the Vermont Water Quality Standards.

Water Quality Standards for Hydroelectric Projects Policy Dialogue Facilitation

Facilitated a public stakeholder process convened by the Vermont Water Resources Panel to review existing and proposed conservation flow standards for the water quality review of proposed hydroelectric facilities in Vermont. The Stakeholder Hydroelectric Interested Parties Process ("SHIPP") developed recommendations to the Panel regarding the need to amend the existing Vermont Conservation Flow Standards.

Vermont Wind Power Policy Public Input Process

Designed and implemented a public involvement process as part of a statewide policy development process. Facilitated eight large public meetings to obtain public input. Developed a project website ([www.vermontwindpolicy.org](http://www.vermontwindpolicy.org)), and working papers and fact sheets, and summarized input received.

U.S. EPA Tribal Science Council Facilitation

Facilitated a two-day meeting of tribal members and US EPA representatives from all regions serving on the Tribal Science Council in Penobscot, ME.

Southern New England Estuaries Working Group Facilitation and Organizational Assessment

Facilitated a Working Group convened by EPA Region 1 to address the need for better tools that integrate economic, social, and environmental sustainability into watershed strategies for the protection and restoration of coastal waters. With an initial focus on nutrients and storm water, the Working Group will also aim to promote business opportunities and job creation through development, manufacturing, and installation of innovative technologies for sustainable management of nutrients. The Working Group is comprised of key agencies and stakeholders, and is working to identify priority aspects of coastal water quality issues that would benefit most from integrated policy/strategy/technology development in Southern New England watersheds.

#### North Springfield Sustainable Energy Project Public Meeting Facilitation

Facilitated a large public meeting announcing a proposed –and controversial—biomass to energy project in North Springfield, VT. Ensured that the 225 participants were able to ask questions, receive responses and make comments in a civil manner. Participants from all perspectives agreed that the meeting helped increase everyone's understanding of the project as well as begin discussion of community members' interests and concerns.

#### Municipal Drinking Water Supply Facilitation

Facilitated discussions and negotiations between parties regarding a wide range of issues including infrastructure improvements and inter-municipal agreements for small municipal water supply projects. Work is under contract with the Vermont Agency of Natural Resources and the State Revolving Loan Fund.

#### Narragansett Bay and Buzzards Bay National Estuaries Programs Assessment

Interviewed parties, facilitated meetings and developed recommendations as part of a delicate process designed to consider options for developing programs with enhanced organizational and financial sustainability.

#### Massachusetts Bays National Estuaries Program Assessment

Interviewed parties, facilitated meetings and developed recommendations as part of an assessment of options for moving the program past some very difficult interpersonal and intra- and inter-organizational issues. Mediated an inter-organizational agreement, and facilitated initial meetings to implement this agreement.

#### Vermont Climate Collaborative Convening

Convened a multi-stakeholder group and facilitated the initial meeting of the Vermont Climate Collaborative.

#### North Springfield Sustainable Energy Project Public Meeting Facilitation

Facilitated a large public meeting announcing a proposed –and controversial—biomass to energy project in North Springfield, VT. Participants from all perspectives agreed that the meeting helped increase everyone's understanding of the project as well as begin discussion of community members' interests and concerns.

#### Two Countries One Forest Facilitation

Assisted with conference design and served as lead facilitator for an international conference in Montreal entitled "Crossing Boundaries and Connecting Landscapes: Conserving the Northern Appalachian/Acadian Ecoregion".

#### Green Mountain National Forest Plan Revision Process Facilitation

Conducted a situation assessment and facilitated several dozen forest-wide and regional meetings to gather public input as part of the Green Mountain National Forest Plan Revision Process.

#### Vermont Forest Conservation Roundtable

Facilitated roundtable discussions amongst a large group of public and private sector forest experts regarding the causes and effects of forestland fragmentation. Authored a set of consensus recommendations regarding public policy measures to address forestland fragmentation.

#### Regional Workshop re Municipal Acquisition of Contamination Properties

Interviewed municipal officials, state and federal Brownfields Coordinators, and other stakeholders re the various factors impacting municipalities' decision to acquire contaminated properties. Designed and facilitated a regional workshop of municipal officials and EPA staff to gather input regarding a draft manual for municipal officials.

#### Vermont Wildlife Habitat Forum

Designed and facilitated a conference of ca. 200 people and facilitated smaller, in-depth, follow-up conversations.

#### National Workshop on Societal, Cultural and Economic Impacts and the Superfund Process

Served as lead facilitator for the national workshop that involved 50+ Superfund project managers from all EPA regions. Provided workshop planning and agenda development assistance.

#### National Storm Water Summit re LEED For Neighborhood Design Facilitation

Facilitated an intensive and highly successful meeting to discuss the storm water credit in the Leadership in Energy and Environmental Design for Neighborhood Design (LEED-ND) pilot project.

Northeastern States Energy Efficiency Work Force Development Forum

Served as Lead Facilitator for a Green Jobs Work Force Forum sponsored by EPA and the North East States Coalition for Air Use Management (NESCAUM). Actively assisted in agenda development, coached panelists and speakers, supervised small group facilitators, facilitated simultaneous webinar, facilitated a forum of over 125 participants and prepared a final report.

National Workshop on Societal, Cultural and Economic Impacts and the Superfund Process

Served as lead facilitator for the national workshop that involved 50+ Superfund project managers from all EPA regions. Provided workshop planning and agenda development assistance.

Old Saybrook Connecticut Wastewater Management Mediation

Successfully mediated a decades-old dispute between the Town of Old Saybrook and the Connecticut Department of Environmental Protection regarding innovative decentralized wastewater management in the Town of Old Saybrook, Connecticut.

Manchester, New Hampshire Childhood Lead Poisoning Prevention Assessment

Conducted a situation assessment with funding from Dartmouth College Toxic Metals Research Program to explore ways that the City of Manchester and property owners might work together to prevent childhood lead poisoning.

Vermont Wetlands Rules Stakeholder Group

Assisted the Vermont Water Resources Panel in convening and facilitating intensive negotiations that led to the development of amendments to the Vermont Wetlands Rules.

Lamoille Valley Rails to Trails Facilitation

Facilitated a meeting of the board of the Lamoille Valley Rails to Trails Committee and board members of the Vermont Association of Snow Travelers to discuss how the committee and the board can work together most effectively.

Vermont Governor's All Terrain Vehicle (ATV) Collaborative Public Input Process

Facilitated an intensive public involvement process as part of a statewide policy development process.

Non-Chemical Alternatives to Lampricides Facilitation

Facilitated a U.S. Department of Fish and Wildlife meeting to assess non-chemical approaches to controlling lampreys in Lake Champlain.

Lamoille River Hydroelectric Permitting Mediation

Co-mediated a complex, technical mediation involving an electric utility, environmental groups, and state agencies.

---

*For more information, please visit [www.adamantaccord.com](http://www.adamantaccord.com).*