

FIRM OVERVIEW

CONCUR, Inc. is a premier provider of services in agreement-focused facilitation, mediation, situation assessment, strategic planning, joint fact-finding, and training in mutual-gains negotiation. Agreement-focused facilitation and mediation is our core service.

Over the last twenty years, CONCUR has assisted clients in building agreements on a wide range of complex environmental policy, planning, and natural resource cases, many of which involved substantial scientific uncertainty and technical complexity. Based in California, CONCUR has completed projects in most regions of the US, and 21 other nations including assignments in the Caribbean, Latin America, Europe, Asia, Africa, and the South Pacific. The specific focus of our work has covered the full spectrum of environmental and other public policy issues on the county, state, federal, multi-state regional and international transboundary scale, from fisheries management and land use planning to scarce resource allocation and economic development. We have worked with a broad range of stakeholders - from small local entities such as city planning departments to the federal departments of Defense and Interior, from Native American tribes to local businesses and national environmental NGOs. CONCUR is known in both the natural resource community and the field of Alternative Dispute Resolution for our exceptional dual expertise and track record of success in building agreements.

Distinguishing Features of CONCUR

Neutrality: CONCUR works as a neutral facilitator and mediator and does not work as an advocate for any single organization. We have built agreements with signatories that include players in all environmental policy areas.

Dual Expertise: We bring both substantive and process expertise to our work. Our staff has extensive substantive knowledge in the natural sciences, environment and water law, public policy, environmental planning, economic development and organizational development. In addition, our process expertise and years of successful practice includes extensive knowledge of the full range of collaborative negotiation and mediation techniques.

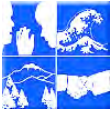
Legitimacy and Accountability: CONCUR's experience in crafting consensus-based agreements, coupled with its dual expertise, creates legitimacy and acceptance of work products from public agencies and officials, private industry and non-governmental advocacy groups.

Stability and Durability: Our process is designed to produce decisions and agreements that are durable, stable and legally enforceable.

Integrating and Translating Technical Information: As a key part of our facilitation model, we work directly with hydrologists, biologists, engineers, economists and other specialists to assemble and clearly communicate to both experts and stakeholders the very best available technical information. By guiding and structuring the exchange of technical information, we help contending parties escape the pitfalls of "adversary science" and instead build a firm foundation for later agreements.

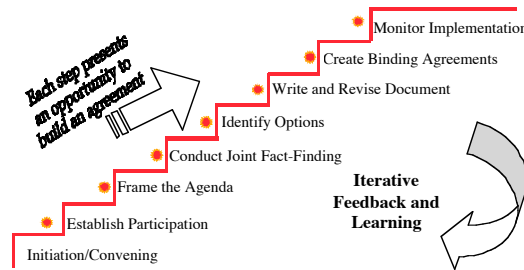
Building Stepwise Agreements: CONCUR's process for building agreements proceeds through a logical sequence of steps in which parties create a series of small agreements, culminating in a complete solution to the problem under discussion.

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We at CONCUR are committed to working closely with our clients to develop a customized approach that is flexible and meets the needs of their specific project. Our Stepwise Model for building agreements can be customized for any size project:



Selected Project Summary Matrix:

Project	Resource Issues										Services / Work Product							
	Watershed Management	Water Quality	Water Supply	Ecosystem Restoration	Endangered Species	Coastal and Marine Resources	Land Use Planning	Toxics Remediation	Energy, Transportation and Infrastructure	Economic Development	Situation Assessment Report	Strategic Planning	Joint Fact-Finding	Training	Stakeholder Involvement / Outreach	Agreement-Focused Facilitation	Resource Management Plan / Policy	Ratified Agreement
CALFED Bay-Delta Program	•	•	•	•	•			•	•	•	•	•	•		•	•	•	•
Santa Clara Valley Water Resources Protection Collaborative	•	•	•	•	•		•	•	•	•	•	•	•		•	•	•	•
Clean Estuary Partnership	•	•						•			•	•	•		•	•	•	•
Crane Valley Hydropower Relicensing	•	•		•						•	•	•	•		•	•	•	•
Guadalupe River Flood Control Project	•	•		•	•					•	•	•	•		•	•	•	•
Humboldt Watersheds ISRP	•	•		•	•						•	•	•		•	•	•	•
New York Bight Initiative		•						•			•	•	•		•	•	•	•
Tijuana River Estuary Management Plan	•	•		•	•	•	•				•	•			•	•	•	•
California Marine Life Protection Act Initiative		•		•	•	•	•			•	•	•			•	•	•	•
Atlantic Longline Take Reduction Teams					•	•				•	•	•	•		•	•	•	•
Imperial irrigation District Water Resources Planning		•	•						•		•	•	•		•	•	•	•
Lake Tahoe Research and Science Consortium	•	•	•	•			•				•	•	•		•	•	•	•
Louisiana Comparative Risk Project		•	•		•	•	•	•		•	•	•	•	•	•	•	•	•
Pacific Island Regional Office Strategic Planning				•	•	•				•	•	•			•			
Trinidad and Tobago Alcoa Aluminum Smelter Situation Assessment		•	•	•		•	•	•	•	•	•	•	•					
Okavango Sharing Water Project	•	•					•				•	•	•				•	
Independent Review of Oil and Gas Development in Ecuador	•	•	•				•	•	•	•	•	•	•				•	

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THE CONCUR TEAM

Successful conflict resolution requires the involvement of skilled neutrals adept at designing and managing effective discussions, anticipating strategic planning needs, and sifting through and translating complex technical materials.

CONCUR has assembled a team skilled at managing highly charged and technically dense deliberations. Our team possesses substantive knowledge of environmental law, management, and public policy, rigorous training in the art and science of negotiation, and extensive practical experience in analyzing and resolving complex disputes. We are comfortable working with all levels of government, and with diverse sets of stakeholders.

In 2010, CONCUR increased its capacity and ability to field teams of highly qualified professionals by launching our Roster of Affiliates. Brief bios for key staff are provided below. Full curriculum vitas are available on our website at www.concurinc.com.

Scott McCreary, Ph.D., Co-Principal/Co-Founder. Scott manages the Berkeley Office of CONCUR and serves as Principal-in-charge for all CONCUR projects in that office. Scott has led dozens of mediations and facilitated planning collaboratives with CONCUR. His practice emphasizes managing science-intensive public policy issues in a manner that bridges and integrates the views and concerns of all stakeholders. He has published extensively on environmental planning, water and marine resource management, and negotiation, and taught courses on environmental planning and dispute resolution processes at the University of California and Vermont Law School. Scott holds a Ph.D. in Urban and Regional Planning from M.I.T. and a Master's degree in Environmental Planning from UC Berkeley.

John Gamman, Ph.D., Co-Principal/Co-Founder. As a partner in the CONCUR firm, John works as a senior mediator, policy analyst and trainer for clients in both the US and abroad. His clients have included federal, state and local government agencies, private clients from oil, chemical and electronics industries, and community and environmental organizations in both the United States and abroad. He is author of the book *Overcoming Obstacles in Environmental Policymaking: Creating Partnerships Through Mediation*. John earned his Ph.D. from M.I.T. in the field of Environmental Planning and Policy Analysis and a Master's Degree in Public Administration from the Kennedy School of Government at Harvard University. *John Gamman is currently on leave.*

Bennett Brooks, M.P.P., Senior Associate. Bennett is an integral part of the CONCUR team, serving as lead staff on several of the firm's largest projects. Since joining CONCUR in 1998, Bennett has facilitated collaborative dialogues on sustainable fisheries, transportation infrastructure, public financing, military base reuse, ecosystem restoration issues and complex water resource issues and co-taught several training courses. He currently heads up CONCUR's New York City office. Before joining CONCUR, Bennett worked as a senior trade and economic development official in the Alaskan government. He also worked as a news reporter. Bennett earned his Master's Degree in Public Policy at the Kennedy School of Government at Harvard University.

Amy LeBlanc, Office Manager and Training Coordinator. Amy manages the administrative aspects of the firm and supports all ongoing CONCUR projects. As Training Coordinator, she coordinates the firm's training courses at UC Berkeley's Clark Kerr campus and contributes to the development of curriculum materials for CONCUR's customized training program. Amy holds a B.A. in English Language and Literature from the University of Michigan.

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CONCUR Affiliates

CONCUR is building a Roster of Affiliates who will team with our core staff on case-specific opportunities to engage and resolve high-stakes environmental issues and organizational challenges. We choose Affiliates based on a commitment to collaboration, rigorous application of best practices in environmental and public policy dispute resolution, strong dual substantive expertise in science and policy, excellent communication skills, and compatible sensibilities in approaching challenging projects. With our Affiliates, we can form teams to respond to the unique needs of each client and project. Our current Affiliates include:

Dr. Eileen F. Babbitt is Professor of International Conflict Management Practice, Director of the International Negotiation and Conflict Resolution Program and co-director of the Program on Human Rights and Conflict Resolution at the Fletcher School of Law and Diplomacy Tufts University. She is also a Faculty Associate of the Program on Negotiation at the Harvard Law School. Her 20+ years of practice as a facilitator, mediator, and trainer has included work in the Middle East and the Balkans, and with the United Nations (UNDP, UNHCR, UNAMI), U.S. government agencies, regional inter-governmental organizations, and international and local NGOs. Dr. Babbitt holds a PhD from MIT and a Master's Degree in Public Policy from the Harvard Kennedy School of Government.

Michael DeLapa of DeLapa Consulting is an independent consultant who specializes in managing public and private environmental initiatives. In 2005-6 DeLapa and CONCUR collaborated on the California Marine Life Protection Act Initiative, which established the first network of marine protected areas in the United States. Michael holds an MBA from Stanford University; he also holds Master of Science and Bachelor of Science degrees in biology from Stanford University.

Dr. Jonathan Raab, President of Raab Associates, Ltd., is an experienced mediator, facilitator, consultant, and trainer. He is a national leader in applying consensus-building processes to energy, environmental, and regulatory issues, and authored *Using Consensus Building to Improve Utility Regulation* (ACEEE). Dr. Raab is on both the mediation and arbitration panels for the PJM Power Pool, the mediation panel of the Mid-Continent Area Power Pool, and on the dispute resolution rosters of the US EPA and the US Institute for Environmental Conflict Resolution. Jonathan holds a Ph.D. from MIT (Energy and Environmental Policy, and Resource Economics), an M.S. from Stanford's Civil Engineering Department), and an A.B. (distinction) in Social Sciences also from Stanford.

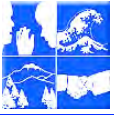
Peter Bluhon, MLA, brings deep experience in urban planning and design, and coupled with extensive facilitation expertise to CONCUR's Affiliate Roster. He has worked with CONCUR for 15 years on projects involving Delta water supply and habitat restoration, marine spatial planning, coastal land use planning, urban park design and programming, and university investment in climate change education and research. Peter holds a Master in Landscape Architecture from UC Berkeley and a B.A. in Philosophy from Pomona.

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AGREEMENT-FOCUSED FACILITATION & MEDIATION

Conflict in the public policy arena is inevitable. We live in a highly diverse society where varied interests clash over different policy approaches. How we choose to resolve our disputes is by no means a foregone conclusion. Traditionally, parties look to the courts, the legislature or the press to gain advantage and make their case. At CONCUR, we believe that carefully structured dialogues - mediated or facilitated by skilled third-party neutrals - frequently offer a more effective and durable method to resolve conflicts and build consensus around controversial and often technically complex public policy issues. Agreement-focused facilitation and mediation is our core service.

When stepping into new projects, CONCUR works closely with our clients and the affected parties to gauge the issues and determine the best approach for building agreement. For example: Are the parties needing to reach full consensus, or is it sufficient to build broad support? Does agreement need to be made around a single alternative, or is it preferable to craft a range of options to be considered by high-level decision makers? What are the strategies for making agreements binding?

CONCUR is committed to designing and executing collaborative approaches that build consensus around solutions to controversial environmental, land use and economic development issues. Our nearly 20-year practice spans a broad range of issues, from environmental planning and marine resource protection, to public finance and water resource management. CONCUR's approach emphasizes the cross-cutting components essential to effective stakeholder and agency collaboration, yet embeds the flexibility required in a one-size-does-not-fit-all world. CONCUR scales its facilitation and mediation teams to the complexity of the case.

CONCUR builds upon its other services as we carry out our work in agreement-focused facilitation and mediation. Components of CONCUR's agreement-focused facilitation and mediation services include:

Situation/Conflict Assessments to determine whether and under what conditions a dispute would benefit from facilitation or mediation and to understand the complex interests and positions of affected stakeholders.

Meeting Facilitation and Meeting Management to assist organizations in effective presentation of technical and scientific information, clearly frame issues for discussion, synthesize key points at regular intervals and move a group toward resolution.

Strategic Planning to evaluate the issues under discussion and custom-design processes that foster informed deliberations and build common ground.

Joint Fact-finding Processes to help parties pool scientific information to increase technical certainty, save time and money and avoid unnecessary duplication of information.

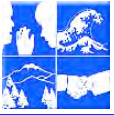
Groundrules and Meeting Agendas to bring clear structure to negotiated processes to reinforce respectful interaction and motivate efficient progress.

Key Outcomes Memoranda to succinctly record key points of discussion, agreements, next steps, and assignments.

Training Services to help our clients build more effective environmental negotiation techniques.

Agreement Drafting and Ratification to ensure the acceptance and implementation of group decisions.

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Selected Projects

Take Reduction Teams. CONCUR is facilitating two different East Coast stakeholder groups focused on reducing incidental bycatch of Harbor Porpoise and Atlantic Large Whale. CONCUR's work focuses on (1) conducting initial stakeholder assessments, (2) convening both in-person and teleconference meetings among fishermen, conservationists, academics, researchers and various 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.

Guadalupe River Flood Control Project Collaborative. CONCUR designed and executed a multi-year collaborative discussion among stakeholders and federal, state and local officials to resolve Endangered Species Act-driven legal challenges to a proposed flood control project on San Jose's lower Guadalupe River. Our work resulted in a broadly supported mitigation plan that resolved outstanding legal challenges and an agreement, which included a ground breaking 100-year adaptive management plan to guide long-term implementation.

California Marine Life Protection Act Initiative, Central Coast. CONCUR facilitated the work of the Central Coast Regional Stakeholder Group (CCRSG) – an intensive seven-month collaborative effort that resulted in the successful development of alternative networks of marine protected areas (MPAs). Marine constituencies represented in the project included recreational angling and diving, commercial fishing, ports and harbors, conservation, business, and other government agencies with marine protected area responsibilities.

Santa Clara County Water Resources Protection Collaborative. CONCUR facilitated a multi-party, multi-year collaborative effort to improve land use planning and stream protection in Silicon Valley. The project brought together representatives of 15 city governments, Santa Clara County, the local water district and state water quality regulators, as well as a wide variety of environmental, business, and community interests. This resulted in agreement on a new institutional arrangements for managing stream resources in the County. This project earned two public awards in recognition of the groundbreaking collaborative process: the "Escaping the Constraints Award" from the Public Officials for Environmental Reform, and the "Theodore Roosevelt Environmental Award for Excellence in Natural Resources Management" from the Association of California Water Agencies.

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STRATEGIC PLANNING

Strategic Planning is inherent in the work we do at CONCUR. In all of our projects, we emphasize strategic planning upfront to evaluate issues under discussion and custom design processes that foster informed stakeholder deliberations and build common ground. Our strategic planning continues as we take stock of ongoing project progress, recommend changes in project approach and ensure parties are on the path to hit key milestones and deliverables.

In a more targeted fashion, CONCUR works directly with clients to assist in strategic planning for their organizations. We work with senior leadership, project teams and affected stakeholder communities to clarify strategic choices and clearly map the future. Our Strategic Planning services include:

- Assisting organizations in building a Strategic Plan, which may include creating a vision statements, identifying goals and objectives, and developing an action plan, complete with specific milestones;
- Conducting Issue Audits within organizations to highlight successes, identify obstacles and help organizations create concrete strategies for moving forward;
- Conducting training in collaborative problem solving to strengthen internal team building; and,
- Facilitating meetings of senior leadership to clarify goals, set annual planning agendas, and prioritize projects and tasks.

Strategic Planning is an essential component to an organization's overall success. CONCUR's approach can help key personnel prioritize their collective goals in a safe, structured environment, recognize and tap internal expertise, and create mechanisms for implementing key ideas.

Selected Projects

Alaskan Way Viaduct. CONCUR was selected by the Washington State Department of Transportation, Seattle Department of Transportation and King County to design a process to enable the three parties and affected stakeholders 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 the waterfront. CONCUR's role focused on collaborative process design, strategic planning advice and stakeholder involvement. With CONCUR's help, the state, the city and King County carried out a collaborative planning process that culminated in December 2009 with executive agreement and legislation approving the deep-bore tunnel option preferred by city, state and county leadership. Construction on the 1.7-mile tunnel project, forecast to cost \$1.1 billion, began in 2011 and is forecast to be complete in 2015.

National Science Foundation EPSCoR Grants. In 2008-2010, CONCUR was retained to support three separate strategic planning efforts for Research Infrastructure Improvement projects funded by the National Science Foundation's Experimental Program to Stimulate Competitive Research (EPSCoR) in Nevada, South Dakota and Mississippi. Discussions among the university and community college, industry and government representatives in each state centered on identifying each participating partners' relative strengths, as well as making credible assessments as to each area's economic development potential and strategic advantages. Each strategic plan incorporated an overarching vision, objectives, multi-year tasks and assessment metrics. All three states were awarded \$20 million grants to fund activities to expand research opportunities, educate and train qualified students to support research activities, and promote technology-based economic development.

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Strategic Planning and Organizational Capacity-Building for Federal Agency Partners in the Pacific Islands. CONCUR worked with the Western Pacific Regional Fisheries Management Council, the National Marine Fisheries Service's Pacific Islands Regional Office and the Pacific Islands Fisheries Science Center to prepare a comprehensive strategic plan to help improve inter-organizational cooperation and effectiveness. The goal was to articulate priority actions for the new region, a schedule and interim milestones for accomplishing these actions, and associated budgetary needs. The project produced a joint Strategic Plan and a series of "Operating Protocols" to guide future coordination on tasks requiring cross-organizational collaboration.

Strategic Planning for the Marin County Local Agency Formation Commission. CONCUR has facilitated annual strategic planning retreats for the Marin County Local Agency Formation Commission (LAFCO) to help update the entity's 3-year Strategic Plan. Marin County LAFCO is composed of county and city elected officials, representatives of special service districts, and members of the general public. It is responsible for planning local government boundaries, and its goal is to discourage urban sprawl, preserve agricultural land resources, and encourage the orderly formation and development of local governmental agencies. The strategic planning retreats have produced agreement on primary strategic planning goals as well as core objectives and milestones for each goal.

Strategic Planning for NMFS Protected Resources Outreach and Education. CONCUR worked with the National Marine Fisheries Service (NMFS) outreach and education coordinators to develop a national Outreach and Education Strategic Plan focused on protected resources. The purpose of the Plan was to coordinate and outline protected resources' outreach and education actions for the next three to five years. The effort brought together fifteen representatives from NMFS headquarters, regional offices, and science centers. The strategic planning process built on related agency strategic plans and produced strategic planning goals, objectives, and tasks targeted toward funding, organizational capacity, and communications issues.

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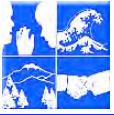
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JOINT FACT-FINDING

Resolving complex public policy disputes requires that interested parties share an understanding of the technical dimensions of the problem they face. Whether the challenge is reducing pollution of the marine environment or cleaning up toxic waste sites, it is important that efforts to resolve these issues are based on scientific information that is both accurate and perceived as legitimate in the eyes of involved stakeholders.

In the public policy domain, when different interest groups and agencies disagree about the merits of a proposed policy or project, they often use their technical reports and evidence to promote their own views or interests. We help parties avoid the pitfalls of “advocacy science” or “battles of the experts” by pooling relevant information and “translating” it into a format that can be used by decision-makers and others to create the foundation for broad-based consensus. We call this approach Joint Fact-Finding.

CONCUR has carried out numerous fact-finding processes as part of our practice. Fact-finding can be a robust process where independent scientific experts are recruited to gather and review scientific information specific to a project. It can also be a more modest effort where existing technical experts and stakeholders pool relevant information to narrow areas of disagreement and uncertainty.

Elements of our joint fact-finding approach include:

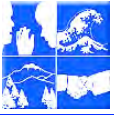
- ▶ Working with agencies and stakeholders to frame issues that would benefit from joint fact-finding;
- ▶ Developing criteria to guide the recruitment of credible experts;
- ▶ Managing the contracts for technical experts to provide an arm’s length relationship between expert parties involved in deliberations;
- ▶ Assembling, organizing and translating technical findings into a more accessible format for policy-makers and stakeholders; and,
- ▶ Facilitating deliberations to allow participation or observation by interested stakeholders.

The benefits of joint fact-finding include providing “maps” of areas of scientific agreement to increase technical certainty, saving time and money by avoiding unnecessary duplication of information, and providing a process that encourages interested parties to work together to develop information and resolve technical disputes.

Selected Projects

Independent Panel on Agricultural Water Measurement. CONCUR designed and facilitated an independent review panel that produced a consensus recommendation on a suite of actions intended to improve the way agricultural water use is measured in California. The Panel’s work - undertaken during a series of public deliberations involving agricultural, agency and environmental representatives - necessitated an in-depth look at the costs, benefits and technical challenges associated with different measurement approaches. The effort resulted in unprecedented consensus on a highly contentious topic.

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Humboldt Watersheds Project. CONCUR worked directly with the North Coast Regional Water Quality Control Board (NCRWQCB) to design and facilitate a joint fact-finding effort focused on the protection and restoration of sediment-impaired beneficial uses of waters in several Humboldt County, California, watersheds. The effort, known as the Independent Scientific Review Panel (ISRP), also sought to advise policymakers on interim physical actions that could be initiated in the short term to fulfill the mission of the NCRWQCB. The ISRP investigated issues such as watershed hydrology, sediment loading, and geotechnical slope stability. Findings of the ISRP were used by the Board to implement Watershed-Wide Waste Discharge Requirements.

Guadalupe Oil Field Cleanup. CONCUR designed and mediated a dispute resolution process leading to the cleanup of the Guadalupe Oil Field in San Luis Obispo County for the State of California and Union Oil of California (UNOCAL). CONCUR facilitated a series of agreements enabling the parties to characterize the nature and extent of pollution and discuss the movement of contaminated plumes, environmental toxicology and the effectiveness of alternative remediation strategies. The discussion led to agreement on a series of steps for clean-up including field-level testing of several novel cleanup technologies. CONCUR used a technical fact-finding approach on two parallel tracks with staff from both the Regional Water Quality Control Board and UNOCAL. The mediated joint fact-finding process was designed to help policymakers reach agreement on site characterization issues by working collaboratively to develop strategies to address areas of technical uncertainty.

Managing PCBs in the Hudson-Raritan Estuary: The New York Bight Initiative Joint Fact-Finding. Convened under the auspices of the New York Academy of Science (NYAS), the focus of the New York Bight Initiative was management of PCBs in the Hudson/Raritan Estuary and the NY Bight System. CONCUR Principal Scott McCreary teamed with colleagues at the NYAS to design and facilitate a joint fact-finding process to build a better understanding of the sources, fates and effects of PCBs and appropriate management measures. Participants included U.S. EPA, the Port Authority of New York and New Jersey, the coastal programs of New York and New Jersey, New York State DEC, New Jersey DEP, fishing interests, and local and national environmental organizations. The scientific advisors worked with assembled stakeholders to develop a "budget" of PCB sources, clarify and narrow areas of scientific disagreement, and advise on development of alternatives for further investigation.

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SITUATION/CONFLICT ASSESSMENT

Often public agencies and private parties face a potential dispute and need to size up the situation and determine whether a consensual process of dispute resolution looks promising. A Situation or Conflict Assessment is an objective evaluation of the situation conducted by a neutral expert based on confidential interviews with stakeholders. One of its main purposes is to recommend whether a consensus-based process is likely to be fruitful and, if so, how it should be structured and prepared. A well-crafted Situation/Conflict Assessment should achieve:

- Clarification of the issues, context of the conflict, and stakeholders
- Understanding of the interests and concerns of those involved
- A pragmatic assessment of the potential for negotiation and other avenues for resolution
- An outline of a process design for collaboration or dispute resolution

CONCUR has carried out numerous Situation/Conflict Assessments. These assessments have focused on topics ranging from water and marine resource management to military base closures and economic development. Some assessments have been conducted in a matter of days; others have been more extensive, requiring in-person or telephone interviews with as many as 40 individuals. In some cases, we provide the results of the Assessment as a verbal briefing; in other cases, we develop a comprehensive Assessment Report. CONCUR works closely with its clients to craft an approach that meets the needs of each particular project.

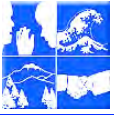
Selected Projects

Fort Ord Restoration Advisory Board. CONCUR conducted a year-long, strategic planning diagnostic and convening process for the Fort Ord Restoration Advisory Board, a 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 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.

Shoalwater Bay Tribe. CONCUR conducted a Situation Assessment for the Shoalwater Bay Indian Tribe in Tokeland, Washington. The objective of the Assessment was twofold: to take stock of the region's critical water quality, water supply, and economic development issues; and to analyze the prospects for collaboration between the Shoalwater Bay Tribe and the community of Tokeland to address these issues. CONCUR conducted interviews with nearly 40 stakeholders, including tribal members, community representatives and governmental officials, and presented the results in a 30-page Assessment Report. The Report both identified the region's priority environmental and economic issues and highlighted key obstacles to overcome in addressing these issues. The Report also included detailed recommendations for convening a future collaborative process.

Crane Valley Hydroelectric Project Relicensing. Under a contract with the California PG&E Corporation, CONCUR conducted a Situation Assessment to prepare for a facilitated dialogue to negotiate the terms associated with the relicensing of the Crane Valley Hydroelectric Project in eastern Madera County, California. The Assessment confirmed the willingness of both PG&E and state and federal and regulatory agencies to work together to identify and jointly evaluate candidate license conditions. The Assessment also framed the critical issues, identified key players to bring to the table, and created the foundation for the negotiations.

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CONCUR, Inc.

Baldwin Park Operable Unit Assessment. CONCUR was hired by the U.S. Environmental Protection Agency (EPA) to conduct an assessment of the Baldwin Park Azusa Pipe Case, a long-running dispute focused on recovering U.S. government funds previously spent on cleanup costs at a Southern California Superfund site. The objective of the assessment was to clarify the issues and context of the conflict, assess parties' willingness to come to mediation, and provide an analysis of the potential for resolution.

Assessment of Water Use Efficiency Technical Assistance. As part of ongoing interagency efforts to implement a Water Use Efficiency (WUE) Program in California, the US Bureau of Reclamation asked CONCUR, Inc. to conduct an assessment of the technical assistance provided in support of local WUE programs. CONCUR gathered information from two main sources: a set of approximately 40 confidential stakeholder interviews, and a more broadly targeted web-based survey. The interviews and survey targeted users and providers of both agricultural and urban WUE technical assistance. The goals of the assessment are: (1) to assess the role and importance of technical assistance to the WUE Program; (2) help document ways that technical assistance has supported sound water use efficiency projects; (3) identify and characterize barriers to the provision and use of WUE technical assistance; and (4) identify needs and ways to improve implementation of WUE technical assistance. CONCUR prepared a summary report in September 2007, synthesizing the assessment results.

For a complete list of projects please visit our website at www.concurinc.com

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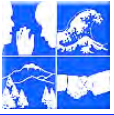
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INTERNATIONAL EXPERIENCE

CONCUR is a premier provider of environmental dispute resolution services, blending a substantive knowledge of environmental science and policy with a deep understanding of negotiating and mediation process. Our international services include environmental policy analysis, training, situation assessment, and agreement-focused facilitation and mediation. Our work routinely includes a strong capacity-building emphasis.

CONCUR Principals and Associates have worked in more than 30 nations. Our experience spans the Caribbean, Latin America, Europe, the Middle East, Africa, East Asia, and the South Pacific. We have facilitated international and transboundary workshops and consensus-building processes with representatives of organizations based in over 60 nations, and training workshops have included representatives from organizations in more than 40 nations.

Project Locations:

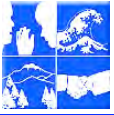
North America and Caribbean United States Canada Barbados Dominican Republic St. Kitts-Nevis St. Lucia	Europe Belgium Bulgaria Cyprus France Hungary Ireland Netherlands Northern Ireland United Kingdom	Oceania Australia New Zealand	Asia China Japan Korea Taiwan Indonesia Malaysia
Middle East Israel/Palestine		Africa Angola Botswana Namibia Senegal South Africa Zambia	Central and South America Ecuador

Selected International Projects:

Advising the Government of Trinidad and Tobago on the Environmental Review of a Proposed Alcoa Aluminum Smelter. CONCUR advised the Trinidad and Tobago Environmental Management Authority (EMA) on the review of a major aluminum smelter proposal. The international team assisted EMA in the design of the social impact, public involvement and socioeconomic elements of the environmental impact review. Central to our approach was a situation assessment, built on over 20 interviews with a broad cross section of stakeholders, including Alcoa executives, senior government officials, journalists, academicians, local residents, and representatives of the agriculture and fishing communities. Our assessment led to recommendations that EMA mandate a robust stakeholder involvement process and an independent Expert Panel to review the Environmental Impact Assessment (EIA) at each stage. EMA has incorporated our advice into the Terms of Reference for the EIA.

Okavango Watershed and Basin "Sharing Water" Project in Southern Africa. CONCUR served as facilitator and trainer for this USAID-funded initiative focused on the Okavango-Kubango River system spanning Angola, Namibia and Botswana. The project focus was to strengthen the information base in support of transboundary natural resource planning for the Okavango-Kubango River system. CONCUR planned and executed three training sessions on negotiation and joint fact-finding - one each in Angola, Namibia, and Botswana. We also trained and coached local facilitators. The Botswana meeting culminated in the Kasane Statement, which called upon the formal Okavango River Commission to build on the joint fact-finding effort modeled in the Sharing Water Project.

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Independent Review of Effects of Oil and Gas Exploration in the Ecuadorian Oriente. CONCUR teamed with UC Berkeley colleagues to conduct an independent review of ARCO's oil and gas exploration in the Ecuadorian Oriente. The review was jointly commissioned by proponents and critics of oil exploration. The review's recommendations were designed to strengthen the analytical rigor of the scoping of impacts and environmental review, improve AIOGC's consultation with indigenous communities, and increase the accountability of AIOGC's hired consultants to the parent corporation.

International Workshops for Fisheries Management and Conservation of Sea Turtles and Seabirds. CONCUR co-designed and facilitated two multi-day international workshops focused on reducing sea turtle and seabird bycatch and mortality in longline tuna and swordfish fisheries. The workshops convened fishers, fisheries and protected species managers, researchers, environmental advocates, and fishing industry representatives from nearly 40 countries. The workshops produced a set of voluntary commitments, ranked priority strategies to avoid and reduce bycatch, and created specific recommendations to improve data collection, monitoring, and information exchange; incentivize development and implementation of bycatch reduction measures; modify fishing gear and tactics; expand training and capacity building; improve regulatory approaches; and strengthen implementation of multilateral agreements.

Selected Trainings and Workshops:

CONCUR has designed and delivered a number of customized training workshops for a variety of international clients. Selected seminars include:

- ▶ **National Conference on Environmental Dispute Resolution** (*Neiman Center at Technion University in Haifa, Israel*)
- ▶ **Effective Environmental Negotiation** (*International Association for Environmental Impact Assessment, Australia*)
- ▶ **Environmental Negotiation Training** (*collaboration with Partners for Democratic Change, Bulgaria and Hungary*)
- ▶ **Environmental Dispute Resolution in the U.K.** (*collaboration with the Centre for Effective Dispute Resolution, London*)

Major CONCUR Publications:

Integral to our international and transboundary work, CONCUR professionals conduct research and publish articles and books on international mediation and policy development.

- ▶ Contribution to "NEGOTIATE" (publication by IUCN's Global Water Programme)
- ▶ *Partnering for the Environment; Multistakeholder Collaboration in a Changing World* by Eric C. Poncelet (2004)
- ▶ *Overcoming Obstacles in Environmental Policymaking; Creating Partnerships Through Mediation* by John K. Gamman (1994)
- ▶ *Institutional Arrangements for Managing Coastal Resources and Environments* co-authored by Scott T. McCreary (1990)

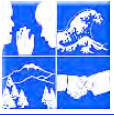
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CONCUR, Inc. provides services in agreement focused mediation and facilitation, joint fact-finding, conflict assessment, environmental policy analysis, strategic planning, and environmental mediation training. CONCUR is incorporated in California and routinely teams with bilateral and multilateral donors, NGOs and for-profit partners. For further information about our services and a complete list of projects and project partners, please visit our web site at www.concurinc.com or contact us at:

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TRAINING SERVICES: NEGOTIATION, FACILITATION, MEDIATION

Negotiation over complex environmental issues is often required in the day-to-day work of natural resource managers, agency regulators, non-governmental organization representatives, planners and applied scientists. Yet for many of these professionals, negotiation techniques and their practical application were not part of their earlier training. CONCUR's professional development courses are specifically designed to equip professionals with these skills. Our education and real-world experience make us a premier provider of environmental negotiation, facilitation and mediation training services.

CONCUR offers private, customized training programs. We work with organizations to determine their training needs and then design courses specifically tailored to the issues they are working to resolve. CONCUR staff have designed and taught dozens of customized training programs for clients, including: the Bureau of Land Management, the U.S. Department of Agriculture, the Louisiana Department of Environmental Regulation, the California State Water Resources Control Board, Pacific Gas & Electric Company, and Nevada Division of Water Planning. CONCUR has also designed and led international trainings in over 16 countries, including: the United Kingdom, Hungary, Israel, New Zealand, Namibia and other nations.

In addition to our customized courses, CONCUR offers two annual open-enrollment training courses: "Negotiating Effective Environmental Agreements," a two-day introductory course, and "Facilitating and Mediating Effective Environmental Agreements," an advanced three-day course.

Distinguishing Features:

Instructors Have Rigorous Training in Negotiation and Mediation: CONCUR instructors are meticulously trained in the process skills of the art and science of negotiation and dispute resolution.

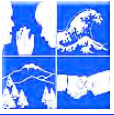
Robust Portfolio of Simulations: CONCUR has developed a number of unique simulation exercises to give course participants the opportunity to function as negotiators, facilitators, and mediators on issues such as reconciling development and wetland protection, remediating toxic waste sites, framing dialogues on complex policy issues, and making decisions about regional infrastructure and industrial development. We update our simulations regularly to reflect evolving political and legislative developments.

Dual Expertise: CONCUR Principals and Associates have substantive knowledge of environmental science, law, policy analysis, and management.

Training Courses Built from Professional Practice: CONCUR grounds what is taught in the classroom with lessons learned from our active mediation practice. We bring that real-world experience into the training classroom and use it to inform our lectures and discussions.

University Teaching Experience: CONCUR instructors have each had university teaching experience and understand how to bridge theory and practice to enrich the experience of course participants.

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What Participants Have Said About CONCUR Courses:

"The CONCUR instructors are very easy to listen to, very informative, very respectful and inclusive, even entertaining. The case examples were excellent, the mix of participants extraordinary. I am really impressed with the whole package." - Land Use Attorney

"The caliber of CONCUR's work is what shines through, and your intention to share hard-earned wisdom is clearly present. Thank you for bringing this quality of work to environmental disputes!" - Environmental Consultant

"CONCUR's training provides resource agencies the tools they need to reach sustainable environmental agreements to the most complex issues. The trainers are well organized and present practical hands-on negotiation techniques." - Government Affairs Officer

"This is the most useful training I have ever received. I feel confident that I will be able to apply what I learned immediately. You have also set me on a continual learning path in this approach and skill set. What an accomplishment in 2 days!" - Negotiating Effective Environmental Agreements course participant

"Small simulation groups were great. In many classes all the simulations are large and allow people (me) to be relatively quiet and uninvolved. The small groups made it impossible to not participate and therefore really improved my level of involvement and learning." - Facilitating and Mediating Effective Environmental Agreements course participant

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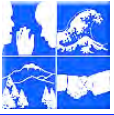
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Marine Resources

For years, the oceans were seen as vast places of endless bounty. Not anymore. Today, the ocean habitat and its sea life are increasingly seen as a limited resource threatened by over-fishing, pollution and, increasingly, the effects of climate change. Stakeholders clash over potential remedies - from more restrictive fisheries regulations, to protected marine sanctuaries, to aggressive coastal management strategies. These tensions all too often play out as “either/or” choices: either we protect the marine environment or we protect fishermen and coastal communities’ way of life. This stark, no-win portrayal inevitably pits groups against one another in a seemingly all-or-nothing struggle.

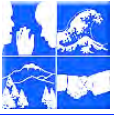
CONCUR’s work on a rapidly growing body of collaborative marine resource projects suggests there is another way. In locations throughout the U.S., CONCUR has successfully helped diverse groups - from conservation advocates, commercial fishermen and recreational users, to scientists and government regulators at all levels - forge consensus approaches to managing increasingly stressed marine resources. CONCUR has facilitated agreements that balance the needs of commercial fishermen and marine mammal endangered species on the East Coast, defined marine life protected areas along the West Coast, fostered international dialogues to protect sea turtles and sea birds without jeopardizing the viability of the longline fishing industry. CONCUR’s experience includes applying our working knowledge of ocean and coastal policy to design and facilitate a state wide ocean workshop on Collaborative Fisheries Research in California for the California Ocean Protection Council. Our work on dozens of projects over the past two decades has required expertise in the Marine Mammal Protection Act, the Magnuson-Stevenson Act, federal coastal laws and other key regulatory guidelines. We believe the success of this approach is grounded in CONCUR’s stepwise approach to building agreements: finding ways to integrate parties’ different interests; devising long-term policies that can adapt as better information is developed to address critical unknowns; and fostering dialogues that help parties use the best available information to forge wise and lasting agreements.

Selected Projects

Marine Life Protection Act (MLPA) Initiative: The aim of the MLPA Initiative is to build a statewide network of marine protected areas to foster biological diversity, rebuild depleted fish stocks, and create educational and research opportunities. CONCUR served as lead facilitator for dialogues focused on the Central Coast and North Central Coast regions. A key aspect of this work centered on a series of facilitated stakeholder discussions and scientific review steps - culminating in a decision by the California Fish and Game Commission - that encouraged a diverse set of participants to move from stakeholder-centric proposals to integrated hybrid packages. Participants in the process include commercial and recreational fishers, harbor masters, recreational divers, conservation groups, scientists, researchers, educators, and representatives of federal, state and local agencies. In April 2007, the Fish and Game Commission unanimously adopted the Preferred Alternative including a set of 29 protected Marine Protected Areas in Central California. In June 2008, the Commission formally accepted the Integrated Preferred Alternative for the North Central Coast Region.

Finding the Balance: Fishing Interests and At-Risk Marine Mammals: CONCUR is facilitating four East Coast stakeholder groups tasked with devising effective strategies to reduce incidental bycatch of endangered marine mammal species while maintaining the viability of commercial fishing efforts up and down the coast. CONCUR’s work, funded by the National Marine Fisheries Service, centers on

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the Harbor Porpoise, the Atlantic Large Whale and protected Pilot Whales species, bringing together fishermen, conservationists, academics, researchers and various government agencies in a collaborative dialogue. CONCUR has relied on a mix of stakeholder interviews and ongoing discussions to identify new approaches capable of being broadly supported by the diverse interests involved in the deliberations (known as Take Reduction Teams). CONCUR's work has yielded consensus agreements on a number of specific regulatory and non-regulatory take-reduction measures that NMFS has or is expected to take to formal rulemaking. CONCUR staff also handles much of the travel logistics associated with participants' involvement in these discussions. Facilitation of the Pelagic Longline Take Reduction Team led to the publication of the proposed rule on Taking of Marine Mammals Incidental to Commercial Fishing Operations; Atlantic Pelagic Longline Take Reduction Plan in the Federal Register on June 24, 2008.

Collaborative Fisheries Research Workshop: In May 2008 CONCUR helped design and facilitate a two-day statewide workshop on Collaborative Fisheries Research (CFR) for the Ocean Protection Council. Fisheries managers, fishermen, scientists, community groups and policy makers throughout California and the nation attended the workshop. Our team conducted pre-workshop interviews to help create the agenda and used our working knowledge of ocean and coastal policy, including the status of California ocean fisheries, to refine approaches to be used during the workshop. The workshop focused on summarizing lessons learned from existing CFR projects and solicit feedback on establishing a new statewide CFR program that may then be extended to include other West Coast states. CONCUR facilitated panel discussions and breakout sessions, and provided a comprehensive summary memo including a framework and major institutional elements of a statewide CFR program.

For a complete list of projects please visit our website at www.concurinc.com

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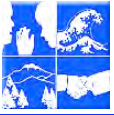
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Water Resource Mediation

Water is increasingly at the center of contentious disputes both in the U.S. and abroad. The nature of the high-profile conflicts range from clashes over water supplies and water quality, to flood control and conservation. The examples are endless. Environmentalists, growers and cities battle each other for their fair share of limited water allocations. Parties debate the appropriate level and types of regulation to put in place to protect water quality. Government leaders strive to adopt broadly supportable conservation mandates to help stretch already over-burdened water supplies. The issues are highly contentious, and parties often find themselves engaged in a zero-sum, you-win-I-lose type of discussion. The challenge for government leaders at all levels is to figure out how to understand, integrate and account for the various perspectives and uncertainties and to do so at a time when climate change, rapid urbanization and other factors will only further exacerbate already difficult policy debates.

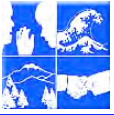
CONCUR brings a wealth of experience to this contentious policy area, from helping environmental, urban and agricultural representatives forge ground-breaking statewide conservation policy in California, to helping international business and government leaders build agreements for wise water use policies around the globe. CONCUR's successful approach over the past 20 years has been grounded in several key strategies: framing issues in a way that brings relevant parties to the table; identifying and building on stakeholders' common interests; working with participants to map areas of agreement and disagreement; and putting in place carefully structured dialogues to spotlight and resolve those critical uncertainties preventing parties from reaching agreement. CONCUR puts a premium on teaming with other experts, from biologists and resource economists to agricultural irrigation engineers, to help bring well-informed approaches to policy dialogues. Our work has centered on all levels of government, from local cities to international trans-boundary disputes.

Selected Projects

CALFED: California Bay-Delta Program: The CALFED project, one of the largest environmental planning initiatives ever undertaken in North America, aims to resolve California's long-standing water wars by building a series of inter-related agreements around water supply reliability, water quality and ecosystem restoration, water use efficiency, and long-term finance strategies. CONCUR worked closely with the program for more than a decade to provide strategic planning, process design, joint fact-finding services and agreement-focused facilitation. Successes included a ground-breaking agreement among agricultural and urban interests that relies on locally-inspired water use efficiency actions to meet specific regional and/or statewide objectives related to timing and flows, quality and quantity. CONCUR also helped design and execute a grant program that resulted in the Program awarding millions of dollars to support water use efficiency efforts across the state. Additionally, CONCUR organized and facilitated independent review processes on water conservation potential, water use measurement and long-term financing.

Clean Estuary Partnership to Develop Total Maximum Daily Loads and Other Water Quality Goals: CONCUR served as part of the Program Coordination team to assist the San Francisco Water Board, industry dischargers, and environmental groups in creating measures to improve water quality in the San Francisco Bay. CONCUR used its collaboration expertise to put in place a dialogue that ensured there were effective strategies for folding stakeholder views into both framing and resolving the issues at hand. Achieving project goals required undertaking studies to reduce uncertainties as well as verify assumptions. Key TMDLs addressed included Mercury, PCBs, Chlorinated Pesticides, Copper, Nickel, PDBEs, PAHs, and Selenium.

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Santa Clara County Water Resources Protection Collaborative: CONCUR facilitated a multi-year collaborative dialogue focused on developing a comprehensive watershed management plan to protect the basin in Santa Clara County, one of the fastest growing counties in California. As lead facilitator, CONCUR assisted the collaboration with prioritizing and establishing criteria for evaluating watershed action. The Collaboration led to the development of a comprehensive watershed management plan integrating habitat and water quality protection enhancement, water rights and water supply reliability, flood management and regulatory compliance. CONCUR led the group in ratifying a landmark Memorandum of Consensus for Mutual Cooperation to Jointly Develop and Implement Water and Watershed Resource Protection Measures, Guidelines and Standards in Santa Clara County, Guidelines and Standards for Land Use Near Streams.

Developing a Reliable Plan to Conserve Water in the Imperial Valley: CONCUR served as an integral part of a team working to develop a comprehensive plan to conserve an unprecedented 300,000 acre-feet of water for transfer to San Diego and other water-thirsty areas in California. CONCUR's work focused on designing and executing a public involvement process to inform plan development. The effort centered on strategic planning and facilitation of a monthly grower work group, but CONCUR also spearheaded public outreach efforts that included publishing a bi-monthly newsletter, conducting public workshops and field visits, and maintaining a project website.

Headwaters Forest Water Quality Issues: CONCUR successfully carried out a series of assignments over an 18-month period that resolved logging-related water quality issues in five Humboldt County watersheds. In addition to conducting conflict assessment, organizing stakeholders, initiating a convening committee, and facilitating work groups, CONCUR recruited, convened and facilitated an Independent Scientific Review Panel (ISRP). The ISRP examined the relationship between timber harvesting and sedimentation, identified potential corrective measures, and evaluated the sufficiency of the Habitat Conservation Plan. The North Coast Regional Water Quality Board relied on the ISRP's findings to establish Watershed Wide Waste Discharge Requirements for the 5 watersheds.

UN CEO Water Mandate Initiative: CONCUR facilitated the inaugural meeting of the CEO Water Mandate, a United Nations-sponsored initiative that brings together several dozen business leaders and the broader international community to identify shared strategies for addressing the emerging global water crisis. Facilitation of the initiative led to the unanimous endorsement of the initiative's near-term priorities and governance and funding structure. CONCUR's role focused on strategic planning and meeting facilitation.

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Watershed Planning, Collaboration & Resource Protection

Watershed planning touches upon a broad range of issues including local land use and related policies, stream protection concerns, restoration goals, flood control, and water quality. The planning framework can be transboundary and address implications for climate change, or regionally focused in its need to balance water supply, flood protection and habitat considerations. It can also be locally-based with concerns for recreational uses and creek alignment. The challenge is to bring the relevant parties to the table, identify both the common interests and the divergent views, and then map out a solution for forging a mutually-acceptable plan.

Staff Expertise

CONCUR staff bring a wealth of experience to working in coordinating effective dialogue and outcomes in watershed planning related to water quality issues (including TMDLs), wetland and creek restoration, and concerns related to anadromous fisheries, flood management, and sea-level rise.

Scott McCreary, CONCUR Principal, has been involved in watershed-based planning over the past 25 years. His work has included forecasting effects of land use change on the San Francisco Estuary, developing governance proposed arrangements, convening scientific review panels, and forging agreements among a broad range of watershed stakeholders. His work has spanned local, regional, and international transboundary scales.

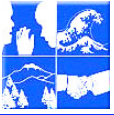
John Gamman, CONCUR Principal, has 25 years experience with water resources planning and protection. He has worked with the Santa Clara Valley Water Resources Protection Collaborative to facilitate negotiations and draft agreements for a establishing a comprehensive set of land use guidelines and standards to address issues of stream protection and management. He also played a key role in assisting stakeholders to reach consensus on flood control improvements for the Lower American River. John has expertise in policy analysis, mediation, and training, and has worked with national, state and local government agencies, U.S. companies and NGOs, and international clients.

Bennett Brooks, Senior Associate, has been with CONCUR for 12 years. Bennett's project work has included facilitating collaborative dialogues on complex water resource conflicts. He worked closely on the CALFED Bay-Delta program from 1998-2007 on water supply, water use efficiency and ecosystem restoration issues. Other water resource-related projects include facilitating strategic planning sessions for the California Urban Water Conservation Council and facilitating stakeholder work groups addressing water supply and agricultural water issues in the Imperial Valley.

Rebecca Tuden, CONCUR Associate, brings over a decade of experience in watershed planning. She has worked closely with federal, state, and local governments in collaboration with landowners and local watershed organizations to address water quality concerns and develop implementation strategies for a TMDL in the coastal estuary of Tomales Bay, California. In addition, Rebecca has extensive experience evaluating and negotiating creek and wetland restoration projects with landowners as well as regulatory and planning agencies. She has coordinated with local and regional governments on strategies for minimizing sea level rise impacts.

Selected Watershed Planning and Resource Protection Projects

CALFED: California Bay-Delta Program & Ecosystem Restoration: The CALFED project, one of the largest environmental planning initiatives ever undertaken in North America, aims to resolve California's long-standing water wars by building a series of inter-related agreements around water supply reliability, water quality and ecosystem restoration, water use efficiency, and long-term finance strategies. CONCUR worked closely with the program for more than a decade to provide strategic planning, process design, joint fact-finding services and agreement-focused facilitation.



Successes included agreement among agricultural and urban interests using locally-inspired water use efficiency actions to meet specific regional and/or statewide objectives related to timing and flows, quality and quantity. CONCUR also helped design and execute a grant program that resulted in the Program awarding millions of dollars to support water use efficiency efforts and habitat restoration projects across the state.

Clean Estuary Partnership to Develop Total Maximum Daily Loads and Other Water Quality Goals:

CONCUR assisted the San Francisco Water Board, industry dischargers, and environmental groups in creating measures to improve water quality in San Francisco Bay. CONCUR used its collaboration expertise to put in place a dialogue that ensured there were effective strategies for folding stakeholder views into both framing and addressing issues associated with TMDLs and pollutant loads for Mercury, PCBs, Chlorinated Pesticides, Copper, Nickel, PDBEs, PAHs, and Selenium.

Santa Clara County Water Resources Protection Collaborative & Guidelines for Stream Protection:

CONCUR worked with a broad cross-section of interests in California's Santa Clara County ("Silicon Valley") over a four-year period (2002-2006) to develop and ratify a series of momentous agreements to improve stream protection for over 4500 miles of streams throughout California's Silicon Valley. Collaborative participants included representatives from the County of Santa Clara, all 15 cities in the County, the San Francisco Bay Regional Water Quality Control Board, the Guadalupe-Coyote Conservation District, the Santa Clara County Farm Bureau, and representatives of property owners, environmental, community, business and agricultural interests. The agreement included a detailed set of Guidelines and Standards for Land Use Near Streams for each city, the County, and the Water District to adopt.

Guadalupe River Flood Control Project & Habitat for Anadromous Fish: For years, parties struggled to balance the competing demands of flood control and salmon habitat in San Jose, California. The dispute, starting with a five citizen/agency notice of intent to file a lawsuit, centered around flood control plans for downtown sections of the lower Guadalupe River. CONCUR worked with the affected parties to hammer out a landmark agreement that resolved outstanding agreements and included a proposed project of a bypass tunnel design and a package of early implementation measures. The CONCUR team convened a Technical Fact-Finding Subcommittee to assist with a redesign of the initial project - resulting in a decrease of \$100 million from original project costs. The project also included a groundbreaking 100-year adaptive management plan. The project has been implemented, the mitigation is functioning well, and the Adaptive Management Team is meeting annually.

Headwaters Forest Water Quality Issues: CONCUR successfully worked with the North Coast Regional Water Quality Control Board to help resolve logging-related water quality issues in five Humboldt County watersheds. In addition to conducting conflict assessment, organizing stakeholders, initiating a convening committee, CONCUR recruited, convened and facilitated an Independent Scientific Review Panel (ISRP). The Panel included experts in hydrology, slope stability, silviculture, aquatic ecology, and environmental planning. The ISRP examined the relationship between timber harvesting and sedimentation, identified potential corrective measures, and evaluated the sufficiency of the Habitat Conservation Plan, producing two unanimous reports. The North Coast Regional Water Quality Board relied on the ISRP's findings to establish Watershed Wide Waste Discharge Requirements for the 5 watersheds.

Comprehensive Management Plan for the Tijuana River National Estuarine Research Reserve and Tijuana Slough National Wildlife Refuge Water: Tijuana Estuary, on the US-Mexico border, consists of an ecologically rich mosaic of wetland habitats and uplands. CONCUR was retained by the California Department of State Parks and the US Fish and Wildlife Service to prepare a joint management plan. CONCUR convened a working task force of federal, state and local governments and environmental organizations to create a Plan with new strategies for environmental restoration in the canyons and riparian corridors of the border highlands.



Okavango Watershed and Basin Water Sharing: The Okavango River watershed originates in Angola, flows through Namibia and terminates in the Okavango Delta in Botswana. CONCUR served as facilitator and trainer for this US-AID funded initiative, lead by the Berkeley-based Natural Heritage Institute, aimed at strengthening the information base to support transboundary natural resource planning for the Okavango-Kubango River system. Other project partners include IUCN, the Namibian Nature Foundation, and Angola-based NGOs.

Selected Watershed and Estuary-Related Publications

- 2009** "Science-based and stakeholder-driven marine protected area network planning: a successful case study from north central California." (Manuscript submitted for publication). 2009.
- 2006** "Facilitators' Report for the Marine Life Protection Act Initiative Central Coast Project." July 2006.
- 2005** "Tahoe Science Consortium (TSC) Statement of Concurrence." March 2003.
"CALFED Bay-Delta Program Finance Plan." California Bay-Delta Authority. January 2005.
- 2003** "Final Report for Independent Panel on Appropriate Measurement of Agricultural Water Use." California Bay-Delta Authority, Convened and Facilitated by CONCUR, Inc. September 2003.
- 2002** "Final Report on Sediment Impairment and Effects on Beneficial Uses of the Elk River and Stitz, Bear, Jordan and Freshwater Creeks". Authored by the Humboldt Watersheds Independent Scientific Review Panel, Convened and Facilitated by CONCUR, Inc. December 27, 2002.
"Final Record of Decision and Withdrawal of Citizen's Suit Marks Resolution of a 15 Year Flood Control Dispute in San Jose", California Water Law Reporter, January 2002.
- 2001** "Applying a Mediation Framework to Integrated Coastal Zone Management". *Coastal Management. Volume 29(3):183-216, 2001.*
- 1999** "Resolving Science-Intensive Public Policy Disputes: Reflections on the New York Bight Initiative." In Susskind and McKearnan (eds.) *Consensus Building Handbook*. Sage Publications.
"Lessons from the San Francisco Estuary: Four Rounds of Action. Proceedings of the Conference on the Future of the Sanbanze Wetlands. Tokyo Bay. Chiba University, Tokyo, Japan. June 27, 1999.
- 1998** "Dispute Resolution Memorandum." Guadalupe River Flood Control Project Collaborative. Ratified July 1, 1998. Amended August 7, 1998.
- 1994** "Proceedings of Phase One of the Lower American River Task Force." Ratified July 1994.
- 1992** "Land-Use Change and Impacts on the San Francisco Estuary: A Regional Assessment with National Policy Implications." *Coastal Management. Volume 20: 219-253, 1992.*

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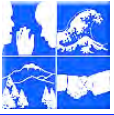
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Land Use and Transportation

Land use and transportation projects inevitably trigger broad interest and controversy. The types of decisions to be made - from the siting of highways and new residential developments, to investments in public transit and important urban infrastructures - impact a broad range of stakeholders and spark community-wide discussions related to a city or region's underlying needs and objectives. Should an urban area invest in new highways or is it better off sinking available resources into more buses and trains? Are there ways to build affordable housing without sacrificing open lands? Is it possible to clean up old industrial sites in a manner that address environmental justice concerns from traditionally marginalized neighborhoods?

Structured deliberations can play a significant role in transforming these typically contentious topics into productive dialogues. In its more than 20 years of experience serving as neutral facilitators and mediators, CONCUR has helped forge numerous agreements around complex land use and transportation decisions, using its stepwise model to help participants identify their mutual interests, frame options for resolving longstanding disagreements, jointly explore likely project impacts and build packages that can be broadly supported by diverse parties. CONCUR's project experience is broad, ranging from new highway construction and county land use ordinances, to watershed protection plans, local coastal planning and agricultural land retirement deliberations. Our work necessitates familiarity with a range of local, state and federal laws, including NEPA/SEPA, ESA, various coastal guidelines and numerous other land use regulations.

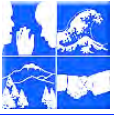
Selected Projects

Santa Clara Valley Water Resources Protection Collaborative: CONCUR worked with a broad cross-section of interests in California's Santa Clara County over a four-year period to develop and ratify a series of landmark agreements for protecting water resources, and particularly stream resources, in this large and complex area better known as Silicon Valley. The work necessitated a mix of large group discussions and one-on-one outreach to the individual Collaborative members - first to build support and identify funding for the initiative and then to craft a common set of standards to guide development near streams. Additionally, the parties agreed to establish an early consultation program to formalize proactive interagency cooperation. Collaborative representatives included the County of Santa Clara, all 15 cities in the County, the San Francisco Bay Regional Water Quality Control Board, the Guadalupe-Coyote Conservation District, the Santa Clara County Farm Bureau, and representatives of property owners, environmental, community, business and agricultural interests.

Alaskan Way Viaduct: CONCUR is working as part of a multi-disciplinary team assisting the State of Washington, City of Seattle and King County 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 the waterfront. The project involves coordinating internal decision-making, extensive technical analysis of nearly a dozen different transportation options, and outreach to and discussion with a 30-member stakeholder advisory body. CONCUR's role focuses on collaborative process design, strategic planning advice and stakeholder involvement. The project, started in summer 2007, is slated to end in early 2009.

South Orange County Infrastructure Improvement Project (SOCIIP): CONCUR designed and carried out a mediation process with local, state and federal agencies in support of a decision making process to provide greater transportation capacity in South Orange County, California amid severe environmental and social constraints. A toll road has been planned for several years to alleviate congestion on Interstate 5, a major commuter route in the rapidly developing South Orange County region. Federal and state agencies were deadlocked over how to implement a joint federal-state Memorandum Of Understanding (MOU) binding

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them to a complete analysis of transportation alternatives pursuant to NEPA and Section 404 wetland protection policies. CONCUR organized and facilitated a joint fact-finding process for issues related to regional traffic and transportation, land use and endangered species, as a foundation to gaining agreement on a selection of alternatives for NEPA analysis, to implement the federal/state MOU. A cornerstone of this effort was hiring a neutral transportation expert to develop objective data on current and future levels of service for all major arterials serving the impacted regional road system, including mass transit alternatives. CONCUR developed and facilitated a comprehensive ranking and screening process for participating agencies during which 22 transportation alternatives were reduced to 5. The final five alternatives were then refined to further reduce their potential environmental impact and the subject of NEPA and CEQA review to develop a preferred project alternative to meet transportation needs while minimizing environmental and community impacts.

Economic Analysis of Potential Land Retirement, Westlands Water District, San Joaquin Valley: The issue of concern in this case was the potential economic impacts of a proposal from the US government to retire 150,000 to 200,000 acres of agricultural production land. CONCUR worked with a team of resource economists to undertake a financial analysis of the potential impacts of the proposed land retirement. CONCUR conducted interviews with 35 interested parties and co-managed two public workshops. The workshops provided an opportunity to suggest questions to be addressed by the economic study and recommend potential information sources. Meetings were attended by members of the agricultural community, local government officials, federal and state agency staff, staff to state legislators, business owners and community members.

Local Coastal Program for Half Moon Bay, California: CONCUR worked with the City of Half Moon Bay to prepare an update to its Local Coastal Program (LCP). The final report for the LCP represented a four month consensus based process addressing a variety of issues including policies for natural, coastal, and scenic restoration; residential development; circulation; economic development; coastal land uses; parks and recreation; and agriculture. CONCUR convened a multi-stakeholder public advisory committee. Participants included representatives of coastal business interests, visitor servicing industries, homeowners, development interests, marine scientists, the City Council, the Sewer District and the Harbor District.

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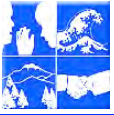
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SUSTAINABLE COMMUNITIES

Discussion of sustainable systems inevitably brings together different parties with disparate views and beliefs. What, for example, are acceptable tradeoffs to the economy or environment when putting in place a new land use policy? How can policymakers navigate the inevitable unknowns and risks associated with long-range planning? Are there strategies for adapting policies as new and better information emerges? The challenge for government leaders at all levels then is to figure out how to understand and integrate the various perspectives and uncertainties into a coherent, viable and supportable policy.

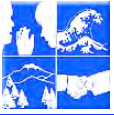
CONCUR's work over the past twenty years has centered on helping diverse interest groups identify and support long-term planning policies intended to foster sustainable approaches. CONCUR uses a variety of techniques, from facilitated dialogue to agreement-focused mediation, to help previously adversarial parties forge common ground. Our work has focused on subject areas ranging from water use efficiency, air quality improvement, and flood control planning, to designing workshops to highlight lessons learned in previous land use and marine resource policies. The CONCUR team has facilitated discussions that bring together a mix of players, from local town officials and grassroots environmental organizations and community groups, to major corporations, agricultural interests and state and federal officials.

Selected Projects

CALFED: California Bay-Delta Program: The CALFED project represents one of the largest environmental planning initiatives ever undertaken in North America. The effort, a collaborative process among more than 20 state and federal agencies, aims to resolve California's long-standing water wars by brokering a deal that improves and balances the competing demands of water supply, reliability, levee system integrity, water quality and ecosystem restoration. CONCUR's work over more than a decade centered on providing strategic planning, public involvement and consensus-building services. In its work, CONCUR helped mediate five separate agreements related to the Program's ground-breaking approach to agricultural water use efficiency. CONCUR also facilitated independent review panels and stakeholder group discussions focused on ecosystem restoration, agricultural water conservation potential and agricultural water use measurement.

Port of Oakland/West Oakland Air Quality Improvement Plan: CONCUR designed and facilitated a stakeholder involvement process to support the Port of Oakland's development of a Maritime Air Quality Improvement Plan (MAQIP). The planning process was co-chaired by the Port of Oakland, the Bay Area Air Quality Management District, and the West Oakland Environmental Indicators Project. CONCUR facilitated regular meetings of four Co-Chairs and the Port of Oakland Maritime Task Force. In addition, the CONCUR team worked with the Port's technical consultants to provide accessible technical information to a wide range of stakeholders. The collaboration resulted in an air quality improvement plan for the Port of Oakland and the surrounding West Oakland Community as well as continued collaboration between the Port and community representatives. The final MAQIP will be brought to the Port Commissioners in the late summer or fall of 2008 for adoption.

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Guadalupe River Flood Control Project: For years, parties struggled to balance the competing demands of flood control and salmon habitat in San Jose. The dispute, centered around flood control plans for downtown sections of the lower Guadalupe River, eventually landed in court after five citizen/agency groups filed a joint lawsuit to block the planned flood control project. CONCUR worked with the affected parties to hammer out a landmark agreement that successfully resolved outstanding litigation issues with the parties agreeing in a Dispute Resolution Memorandum upon a proposed project and a package of early implementation measures. In addition, the CONCUR team convened a Technical Fact-Finding Subcommittee and assisted in redesigning the initial project - an effort that resulted in efficiency gains anticipated to reduce more than \$100 million from original project costs. The project also included a ground-breaking 100-year adaptive management plan. Groundbreaking ceremonies were held in the Spring of 2005, and the project now serves as a model for both the US Army Corps and the Santa Clara Valley Water District.

Collaborative Fisheries Research Workshop: At the request of the California Ocean Protection Council, CONCUR helped design and facilitate a two-day statewide workshop on Collaborative Fisheries Research (CFR). The focus of the workshops was to hear lessons learned from CFR projects, and solicit feedback on establishing a new statewide CFR program that could be extended to include other West Coast states. CONCUR conducted pre-workshop interviews and drew upon the teams vast knowledge of ocean and coastal policy to create the workshop agenda and refine approaches during the workshop. In addition, CONCUR provided a summary memo highlighting the workshop discussions.

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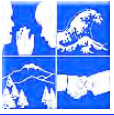
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Environmental Health

Environmental health disputes can be some of the most volatile. The issues are complex and technically dense, cleanup strategies and risk assessments are difficult to explain to the public, and parties have very different feelings about the dangers associated with environmental contamination. Moreover, discussions can be intensely emotional, as community members voice fears about possible health impacts to their families and others in their neighborhood. The challenge for government leaders is to figure out how to foster dialogues that honestly grapple with the underlying risks and concerns yet do so in a manner that leads to timely, stable and implementable agreements.

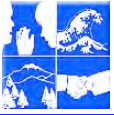
CONCUR has more than 20 years experience working with diverse stakeholders to design and put in place dialogues that help forge thoughtful, consensus-supported approaches to resolving sensitive environmental health disputes. The focus of CONCUR's project work has ranged from helping communities wrestle with the health risks associated with redeveloping contaminated parcels of land, to addressing air quality concerns at one of the nation's busiest shipping ports. In guiding these and other dialogues, CONCUR recognizes that the key to resolving contentious disputes is to create a forum for parties to share their underlying concerns and interests and find ways to present complex information in a format that enables all parties to fully digest the issues in play. In many instances, CONCUR puts a premium on what it refers to as joint fact-finding - a process by which parties pool their best available information rather than battle each other with competing science. CONCUR also emphasizes a stepwise process that enables parties to build incremental agreements. Finally, CONCUR undertakes a rigorous process to identify parties who can credibly represent the various perspectives in an ongoing structured dialogue.

Selected Projects

Port of Oakland Air Quality Improvement Plan: CONCUR designed and facilitated a Stakeholder Involvement Process to support the Port of Oakland's development of a Maritime Air Quality Improvement Plan (MAQIP). The planning effort brings together a wide range of interested parties, including community representatives, to identify and address cancer-related concerns tied to port operations' impact on air quality. The West Oakland community is particularly concerned with the potential exposure to ozone and particulate matter. The MAQIP sets an aggressive goal of achieving 85% reduction in community cancer health risks from 2005 levels by 2020. As part of its work on the project, CONCUR guided regular meetings of a diverse standing task force, along with facilitating a task force meeting where the complete draft was thoroughly discussed and reviewed. In doing so, CONCUR worked closely with the Port's technical consultants to provide accessible technical information to a wide range of stakeholders and to provide opportunities for stakeholders to engage in discussion with the Port's technical consultants.

Clean Estuary Partnership to Develop Total Maximum Daily Loads (TMDLs) and Other Water Quality Attainment Strategies for the San Francisco Bay-Delta: CONCUR worked with a team headed by Applied Marine Sciences to coordinate and facilitate the work program for the Clean Estuary Partnership (CEP), a collaborative effort of the Regional Water Quality Control Board, the Bay Area Clean Water Agencies, and the Bay Area Stormwater Management Agencies Association. The objective of the Partnership is to guide the development of TMDLs and other water quality attainment strategies for the San Francisco Bay Delta and its tributaries. CONCUR was responsible for program strategic planning, facilitation planning sessions, and managing the public outreach component. Key TMDLs addressed included PCBs, mercury, chlorinated pesticides, copper, nickel, PDBEs, PAHs, and selenium. These pollutants posed the risk of bottom dwellers, like shrimp, clams and fish, accumulating pollutants from the environment and redistributing them. A Risk Reduction Work Group was formed to focus on reducing human health exposure to toxic pollutants and on mitigating risks to human health.

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The Louisiana Statewide Comparative Risk Project: The Louisiana Comparative Risk Project was a major accord to improve management of the state's environment through a process that ranked 33 specific environmental issues based on their estimated risk to human health, ecology, and quality of life. A major impetus for this project was the recognition of widespread occurrence of childhood and adult cancer in many regions of the state. CONCUR's role in the project included a mix of process design for a Technical Committee and a Public Advisory and Steering Committee (PASC), translation of technical information, and facilitation of the very first multi-stakeholder dialogue in the state. The ranking process incorporated the perspectives of both the standing stakeholder body and the general public through a day-long "Summit on the Environment" and 11 town meetings. The effort resulted in a consensus view of the relative risks of the 33 specific issues, as well as the development of broadly supported environmental policy goals and action strategies. In all, representatives of 12 state agencies and over 30 interest groups, including the chemical and oil industries, environmentalists, fish and wildlife interests, labor and community activists, as well as federal agencies, signed the final agreement. Then-governor Roemer issued an implementing Executive Order to continue this type of comparative risk assessment in Louisiana.

Cleaning Up PCBs in the Hudson River and Raritan Estuary, New York: CONCUR mediated a complex dialogue under the auspices of the New York Academy of Sciences on the question of managing PCBs in the ocean region known as the New York Bight. CONCUR facilitated the negotiation of a single text agreement including 209 specific findings on sources, fates and effects of PCBs, resulting in 26 policy recommendations. One very specific recommendation was to encourage the state agencies of New York and New Jersey to adopt unified protocols for sampling, analysis, and interpretation of PCBs in bluefish, striped bass, and other migratory species to help avoid human health effects associated with ingesting bluefish that may contain high levels of PCBs. This dialogue included ten facilitated meetings over 18 months, with contributions by 20 scientific advisors and participation by 22 federal, state and local government agencies, environmental groups, port authorities and industry.

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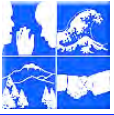
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TRIBAL AND CROSS-CULTURAL MEDIATION

Environmental disputes defy easy solutions. Issues are complex and multi-faceted. Legal and regulatory frameworks are dense. And myriad uncertainties can make it difficult to chart a concrete course forward. Add cultural differences to the mix and the process becomes even more challenging. More often than not, environmental issues transcend political, regional, and national boundaries. Stakeholders with very different backgrounds may clash over how to manage, protect and allocate resources. They may not even have a common vocabulary or means for discussing and resolving concerns.

CONCUR is sensitive to and adept at adapting its consensus-seeking dialogues in a way that helps parties with diverse backgrounds reach stable agreements. Whether it's facilitating trans-boundary discussions in southern Africa's Okavango watershed or mediating a hydro-licensing in California that involves bringing tribal interests to the table, we take a number of specific steps to ensure our processes are culturally appropriate and resonant. What does that mean in practice? We work closely with all stakeholders from the outset of a project to understand and put in place dialogues that are comfortable to all parties around the table. We redouble our efforts to translate technical information into a format readily understandable by all. And we are sensitive to gathering information in a manner that folds in more traditional ways of knowing. As appropriate, we also partner with local facilitators and translate materials into languages other than English. Moreover, virtually all CONCUR project staff have spent significant time living and working abroad and understand the importance of facilitating cross-cultural communication. Several staff also have experience working directly with tribal interests and are familiar with the legal framework guiding tribal participation.

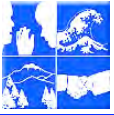
In short, CONCUR is committed to tailoring its mediation practice to fit the cultural appropriateness of a situation, and not just transferring U.S.-based mediation and facilitation approaches to different cultural conflict situations.

Selected Projects

Okavango Watershed and Basin "Sharing Water" project in South Africa: CONCUR was an integral part of this trans-boundary river management initiative led by the Natural Heritage Institute and involving representatives from the basin states of Angola, Botswana, and Namibia. CONCUR assisted the parties in achieving project goals including the creation of long-term sustainable management of the Okavango/Cubango River, shared data management, broadening stakeholder participation, and promoting water management without challenging the sovereignty of the states. CONCUR partnered with the local African Water Research Institute Unit to conduct four workshops providing on-the ground training, coaching, and conflict resolution skills to local facilitators. The workshops enabled the trans-boundary collaboration negotiation process to continue - with local mediators in the lead - after completion of the U.S. AID-funded project.

Assessing Impacts of Oil & Gas Exploration in Ecuador's Oriente Region: The Ecuadorian Oriente Region assessment consisted of an intense document review, a two-week, in-country evaluation of environmental conditions and consultations with Tribal, NGO and Unocal staff. CONCUR Principal Scott McCreary served as a member of an Independent Review Team (IRT), a body charged with interpreting the cultural and ecological significance of the environmental impacts of oil and gas exploration in the area. The IRT provided a foundation for cross-cultural dialogue between indigenous community representatives and North American petroleum company representatives. Imbalances of power and access to capital issues were redressed through the information-gathering phase of the independent review. The IRT visited well sites in Ecuador and multiple local community villages to hold public meetings and hear accounts of environmental and health impacts. In addition, the team sorted competing factual information, briefed indigenous community representatives on their findings, and provided them with translated copies of the findings.

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Crane Valley Hydroelectric Re-licensing: The Crane Valley Hydroelectric facility lies in eastern Maderna County, California. CONCUR assisted parties in reaching project goals by initiating a dialogue between PG&E and area Native American tribes to establish and clarify agreements regarding areas of use, areas of restriction, and points and routes of access. Other issues addressed the Native American community's management activities, practices, and notification requirements. The deliberations involved representatives from the North Fork Rancheria, the Sierra Mono Tribe, the Southern Miwok and the Chukchansi tribe. The discussion resulted in a successful eight-way agreement on the terms of the new FERC Hydroelectric License for the Crane Valley Project

Strengthening Relations between the ARC and the Maori Community: CONCUR Principals Scott McCreary and John Gamman were retained to provide advice on options to improve dialogue between the Maori and the ARC in light of the Maori's strong oral tradition in decision making. Long-term goals included producing agreements that could be implemented by translating spoken informal agreements into written documents. Another long-term goal was the creation of a consultation system that could provide clarity, consistency, and continuity for both the Maori community and the ARC. CONCUR served as lead facilitators and established groundrules, which served as a "cultural bridge." In addition, the CONCUR team determined representation as well as how to handle spiritual and cultural information. Part of the facilitation process included clarifying the Maori principles for resource management promoting mutual understanding and trust. CONCUR also established mutually agreed upon forums and organized bi-cultural teams.

Caribbean Institute for Resource Management: The CONCUR team instructed university faculty members from English and Spanish-speaking countries in the Caribbean on how to incorporate negotiation and environmental dispute resolution cases into existing curricula for natural resource management courses. The training emphasized the role of politics and policymaking in development decisions and recommended how to incorporate the materials presented into local cultural conditions.

Building a Scientific Basis for Restoration of the Mesopotamian Marshlands: The project was convened by the Eden Again Project Iraq Foundation, a team assembled in 2002 with the ultimate goal of restoring the Mesopotamian marshland. Part of the restoration goals involved sustainment of the social and cultural preferences of the Marsh Dwellers, the peoples indigenous to the Marshland. Many Marsh Dwellers were displaced on a large scale and were living in refugee camps in Iran at the time the project was convened. CONCUR provided an overview of the strategic considerations inherent in implementing a stakeholder participation plan as well as an overview of the stakeholder community. CONCUR also provided an overview of the proposed mechanisms for addressing the strategic challenges and ensuring key stakeholders were identified.

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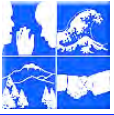
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Superfund Remediation and Brownfield Redevelopment

Imagine a polluted site located in the middle of an already urbanized area. Now picture government regulators, the parties responsible for the contamination (or at least on the hook for the clean-up) and community representatives trying to agree on a clean-up plan. The combination is inevitably controversial, with parties frequently embroiled in heated discussions regarding clean-up standards and processes for these contaminated areas, often referred to as brownfields. Each side lines up their competing experts and data, parties battle over clean-up requirements, and affected communities worry about health impacts while struggling to navigate dense regulations and technical terms. All too often, the efforts end in acrimony and litigation.

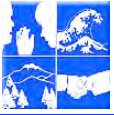
CONCUR's approach to these types of issues is grounded in the imperative to bring affected parties together, seed the dialogue with the best available information, and build a step-wise approach to understanding the problem and mapping out an acceptable clean-up strategy. In projects ranging from military base cleanups to toxic remediation at former manufacturing sites, CONCUR has put in place processes that have enabled diverse parties to break long-standing impasses and move towards more productive discussions. CONCUR is familiar and comfortable with the regulatory framework guiding such cleanups, including U.S. EPA Brownfield and Superfund regulations, including CERCLA.

Selected Projects

Baldwin Park Operable Unit: Resolving remediation issues for the Baldwin Park Operable Unit Superfund Site involved negotiating settlements among the US EPA, the Department of Justice, the State of California Department of Toxic Substance Control, the California Regional Water Control Board, dozens of Potentially Responsible Parties, and water supply agencies in the San Gabriel Valley. Over a period of eight years, CONCUR worked in a variety of capacities, including: conducting an assessment, framing the issues, convening mediations among core parties, and "expanding the negotiating table" to include the full set of PRPs. Later in the process, CONCUR conducted a second assessment that looked at the willingness of specific parties to enter into a focused round of mediation and working with parties to address the issues related to insurance coverage to help defray the costs of site remediation.

Vandenberg Air Force Base: CONCUR mediated fast-track discussions between the U.S. Air Force and the California Department of Toxic Substance Control to break a stalemate related to cleanup of toxics at the Vandenberg Air Force Base in Santa Barbara County, California. The agreement, hammered out over two negotiating sessions, resulted in the parties reaching an agreement for resuming the Ecological Risk Assessment Process at the base. The project demonstrated CONCUR's ability to step quickly into complex and long-standing disputes. The project resulted in the parties signing a Cooperative Agreement, as well as outlining a series of next steps. CONCUR took the lead in preparing written agreements.

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Ford Ord Restoration: CONCUR conducted a yearlong, 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. The sprawling base, designated as a Superfund site by the U.S. EPA, sits on prime oceanfront land surrounded by both wealthy and lower-income communities. Discussions regarding cleanup approaches triggered community concerns regarding long-term health and safety impacts. The EPA specifically requested CONCUR take an in-depth look at the RAB's operations and develop process recommendations to improve its effectiveness. The EPA revamped its approach to community involvement based on CONCUR's recommendations.

Casmalia Superfund Site: CONCUR facilitated a technical forum for EPA Region IX, Potentially Responsible Parties, and the Regional Water Quality Control Board on toxic waste cleanup options at the Casmalia Superfund site. Specific issues addressed and clarified included the methodologies for calculating rates of contaminant migration, the structure of aquifers and aquitards, and procedures for risk assessment.

For a complete list of projects please visit our website at www.concurinc.com

About CONCUR, Inc.

CONCUR, Inc. provides services in agreement-focused mediation and facilitation, joint fact-finding, conflict assessment, environmental policy analysis, strategic planning, and environmental mediation training. Our staff has a unique dual expertise in both the process and substance of environmental decision-making. We are rigorously trained in the art and science of negotiation and dispute resolution, as well as in environmental planning and policy analysis. This dual expertise is the foundation of CONCUR's philosophy: to integrate different disciplines that strengthen our problem-solving capability so that we can provide clients the highest quality professional services.

For further information about our services please visit our web site at www.concurinc.com or contact us at:

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