



## 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.

For a complete list of projects, please visit our website at [www.concurinc.com](http://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](http://www.concurinc.com) or contact us at:

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