

**John K. Gamman, Ph.D.
Principal, CONCUR, Inc.**

HIGHER EDUCATION

1990 **Massachusetts Institute of Technology, Cambridge, MA.** Ph.D. Department of Urban and Regional Planning. Environmental Planning and Policy Analysis. Concentration in comparative environmental policy, conflict resolution and policy implementation.

Dissertation, published as "Environmental Policy Implementation in Developing Countries: Overcoming Obstacles in Environmental Policymaking: Creating Partnerships Through Mediation" (Albany, New York: State University of New York Press, 1994).

1986 **Harvard University, John F. Kennedy School of Government.** M.P.A. Concentration in public policy analysis, institutional management, and organizational behavior.

1974 **University of California at Santa Cruz.** B.A. Summa Cum Laude. Double Major: Environmental Studies/Natural Resource Planning and Analysis.

Citizenship: United States and European Community (Ireland)

MEMBERSHIP/CERTIFICATIONS

2001-Present Member, National Roster of Environmental Dispute Resolution and Consensus Building Professionals, US Institute for Environmental Conflict Resolution

PROFESSIONAL EXPERIENCE

Summary of Experience

Dr. Gamman has 22 years of experience in environmental public policy conflict resolution, and has completed over 50 projects of both short and long term duration. Services have included technical assistance to support stakeholder-based collaborations, including designing complex negotiation processes; providing strategic advice to conveners, steering committees, work groups and subcommittees; one-on-one coaching and strategic planning to support negotiators; design of financial resource pools to provide assistance to under-resourced stakeholders; design of financial and technical resource pools to provide assistance to under-resourced stakeholders; meeting logistics and translation of scientific information into layperson's terms. John has worked in a neutral capacity to conduct independent assessments, including conducting series of confidential interviews with key stakeholders (i.e. Situation or Conflict Assessments) to assess the nature and content of a dispute, summarizing interview results by key theme and topic, such as how issues in dispute are valued and prioritized by stakeholders, how key issues and stakeholder interests inter-relate and affect each other, which specific issues are ripe for negotiation and which are not, whether a formal negotiation process should be undertaken and if so, creation of process design alternatives.

Dr. Gamman has acted as both a Senior Mediator and Facilitator; his initial role often starts as a facilitator and transitions to that of a mediator. Primary cases have included including water

supply and allocation, water quality, oil spill characterization and remediation, land use, large scale infrastructure improvements, flood control, environmental risk management, environmental health risk management, stream management and protection, local and regional planning and growth management, endangered species management, fisheries and ocean management, ecosystem restoration, etc. These cases have included a range of federal, state and local governments as well as tribes, industry, business, community, environmental and homeowners groups, trade associations, etc. This work includes writing foundation documents and protocols to guide and structure contentious negotiations, such as detailed groundrules and mission statements which outline the intent, function, roles and responsibilities of the parties.

John has managed small negotiations where stakeholders and technical and scientific advisors work at the same table as well as large-scale negotiations consisting of two separate tables; stakeholders and scientific/technical advisors. He has designed and managed a range of joint fact-finding processes to provide clear information into the parallel stakeholder negotiations. This has included working with sensitive cultural information held by indigenous tribes. Dr. Gamman has crafted and used joint fact-finding processes by recruiting senior peer reviewers, national experts and peer review panels, overseeing the process of translating resulting information and recommendations to stakeholders. He then often drafts preliminary written agreements and guides the parties through a single-text revision of them to arrive at a set of final written agreements which the parties formally ratify, including specific provisions for implementing each element, and for reconvening should the need arise.

Prior to co-founding CONCUR, John was the Principal Planner of a consulting firm for 11 years, where he provided professional services to state, regional and local agencies as well as private clients in the areas of environmental planning, natural resource management, planning law, policy and regulation, growth management and environmental impact assessment.

1987-Present **CONCUR, Inc., Santa Cruz, CA**
Co-Founder and Principal.
Selected Projects include:

2010 **NOAA Ocean Climate Summit**
Co-facilitated NOAA Ocean Climate Summit at the California Academy of Sciences, San Francisco. The summit was convened to begin building an Action Plan, accompanied with recommendations to address and mitigate the regional impacts of climate change on northern California's ocean waters. Strategies were developed to provide additional scientific certainty, strengthen inter-governmental cooperation, create incentives for innovation, improve cooperation between government and industry and effectively communicate the issue of climate change to the broader public.

2008-09: **Implementing the California Marine Life Protection Act**
As member of CONCUR team worked to design and carry out conflict assessment, conduct confidential interviews for South Coast Study Region, which included the entire Southern California Bight. Conflict assessment identified wide range of key interests and issues affecting the design of MPAs in the study region; approximately 100 key stakeholders were interviewed. Analyzed interviews to then recommend which specific stakeholder representatives should serve on Regional Stakeholder Group for duration of project, reflective of principles of parity, fairness and legitimacy.

2008-09

Co-managed and facilitated strategic planning process for The Nature Conservancy, California Chapter

Conducted interviews with senior Conservancy staff from several departments and programs as well as environmental opinion leaders throughout California to discern trends and likely new developments in statewide environmental issues. Summarized findings by thematic and functional areas, including climate change, water resources, conservation programs, state and national policy. Reported results to senior Chapter staff and used them to facilitate roundtable discussion with regional TNC senior staff from throughout California. Designed survey for senior staff to provide feedback on Chapter priorities, including institutional capacity in specific functional areas, how to sharpen organization vision, benefits of improving coordination between departments, the importance of building specific external partnerships and use of strategic communications materials. Recommended how to integrate all results and observations of current and future operations, including staffing plan, into long-term strategic plan for the chapter.

2008

Collaborative Fisheries Research Workshop

In May 2008, CONCUR completed an assignment for the California Ocean Protection Council when we helped designed and facilitate a two day statewide workshop on Collaborative Fisheries Research (CFR). Our team conducted pre-workshop interviews to help create the workshop 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. This workshop was attended by fisheries managers, fishermen, scientists, community groups and policy makers from throughout California and the nation. The focus was twofold: 1. To hear about lessons learned from existing CFR projects; and 2. To solicit feedback on how to establish a new statewide CFR program that may then be extended to include other west coast states. CONCUR helped organize and facilitate panel discussions, breakout sessions and the plenary, and provided a comprehensive summary memo that highlighted what was discussed, including a framework and major institutional elements of a statewide CFR program.

2008

Oil & Gas Platform Decommissioning

In early 2008, CONCUR successfully completed a project for the California Resources Agency to create a Request for Proposal (RFP) to study the major technical issues associated with a range of decommissioning alternatives for the state's 27 offshore oil and gas platforms. Working closely with the office of the Assistant Secretary for Ocean and Coastal Policy and his staff, the CONCUR team first reviewed existing and ongoing research related to mineral resource development in the offshore areas of the Southern California Bight (i.e., fisheries, water quality, oceanography, socioeconomic issues, etc.) as well as pertinent federal and state coastal management policy and legislation. CONCUR also conducted confidential interviews with a cross-section of key stakeholders and scientists to help prepare for the workshop. CONCUR used the results of this background research and interviews, in turn, to organize and facilitate two workshops: one for ocean and coastal policy stakeholders; and a second for expert scientists, including the members of the Inter-Agency Decommissioning Working Group.

CONCUR prepared a Workshop Summary for the facilitated workshops that highlighted the key information needs raised by stakeholders and scientists. CONCUR used this information to develop a Scope of Work for a study to be

commissioned by the Resources Agency. The study will compile all available information needed to inform future policy discussions about the strengths and drawbacks a range of decommissioning alternatives. The economic, environmental and financial stakes of this decision making process are significant. Estimates of the cost to fully remove these platforms range from \$1-2 billion. The final work product delivered by CONCUR was a comprehensive RFP to guide the selection of a consultant to address the identified information needs. The aim of the study, in turn, is to support well-reasoned deliberation on policy alternatives.

2003-2006

Santa Clara Valley Water Resources Protection Collaborative

The Collaborative process resulted in the adoption throughout Silicon Valley of new land use guidelines and companion administration and regulatory procedures to protect steams and streamside resources. The Collaborative was composed of representatives from the Santa Clara Valley Water District (District), the County of Santa Clara, each municipality within the County, the SF Bay Regional Water Quality Control Board, The Guadalupe-Coyote Conservation District, the Santa Clara County Farm Bureau, and representatives of property owner, environmental, community and business/development interests. CONCUR's work with the Collaborative began with an assessment of the broad range of stakeholder interests in water resources protection issues, the history and tradition of local land use decision making among the many jurisdictions involved and the opportunities and obstacles for adopting new countywide land use guidelines. CONCUR drafted several original, landmark agreements between the parties, including a comprehensive set of Guidelines and Standards for Land Use Near Streams, which address issues such as protection and management of streams, riparian resources, streambeds and streambanks, water quality, fisheries, etc. John drafted an original set of Permitting Tools to guide local governments, citizens and developers through the land use permitting process in a manner which integrates stream resources into permit review procedures. John and CONCUR staff facilitated all of the technical working groups of the Collaborative, provided strategic planning advice to agencies and stakeholding organizations to problem-solve complex issues that constantly arose, and mediated Collaborative-wide negotiations to enable it to fulfill its goal of creating partnerships to protect water resources throughout Silicon Valley.

2003-04

Lower Owens River Project (LORP)

Designed and completed a Stakeholder Assessment for U.S. EPA, examining the potential to use a facilitation/mediation process to resolve a long-running 30 year dispute over water and wildlife resources between the Los Angeles Department of Water and Power (DWP), Inyo County, local and national environmental groups, the State of California, Native American tribes. The Owens Valley region is home to some of the oldest, classic 'California Water Wars', whose history and culture are robustly represented by the Lower Owens River conflict. In a series of interviews with the affected parties, areas of agreement started to emerge, including a general willingness to enter into a structured mediation process, with a joint fact-finding component. Providing confidentiality for the interviewee's, amidst legal proceedings, and urging them to find common solutions, given the engrained nature of this dispute, was challenging. Issues addressed included restoring base river flows, providing a seasonal peak 'flush flow', management of Threatened and Endangered Species, spring and seep habitat management as well as long-term monitoring and

adaptive management. In the end, key parties in Inyo County felt their best chance to reach an agreement with DWP was to pursue litigation. In 2005 the courts required DWP to implement measures to protect and restore the Lower Owens River, or face penalties including cessation of water exports from the region. As a result, the LORP is now being implemented, one of the most ambitious river restoration projects in the Western United States.

1999-2002 Pilot Test Panel (PTP), Guadalupe Oil Field

Designed and facilitated a process for a three-member panel of scientific experts in the remediation of oil-related contamination problems. The Guadalupe Oil Field contains 90 separate plumes of about 15 million gallons of petroleum pollution created during the 50 years it was operating. These plumes now threaten groundwater, surface water, including a major river and the Pacific Ocean, wetlands and several endangered and threatened species. The scale and character of the contamination poses a real challenge to pollution clean-up technologies. The PTP was created to address these challenges by adapting remediation technologies for use on the site. Pilot tests included constructing and field-testing facilities for biosparging and hot water flooding/stream injection.

1997-2002

Guadalupe Oil Field Mediation. Designed and carried out a mediated negotiation between the State of California and UNOCAL, related to a host of environmental and social issues stemming from the operation of a 2700 acre oil field in central California. During the 50-year operation of the oil field about 15 million gallons of oil and petroleum products were spilled into the ground, including next to a major river and the Pacific Ocean. This is among the largest land-based oil spills in the United States. The State Attorney General filed suit against UNOCAL to enforce water quality laws protecting beneficial uses of the aquifer. Several species of plants and animals on the Federal and State Endangered Species Lists are on the site; this coastal dune complex is largely undisturbed except for infrastructure installed for oil field operations. These conditions have created a high degree of sensitivity for how contamination issues are resolved. The mediation process focused on characterizing the complex hydrogeology of the field, identifying sources and fates of pollution, completion of large-scale risk assessments for ecological and human health (including petroleum and non-petroleum contaminants of concern such as PCB's, furans, metals and dioxin). CONCUR mediated separate policy-level and scientific joint fact-finding groups to break deadlocks and find creative solutions that were acceptable given State and Federal regulatory mandates. CONCUR recruited a pre-eminent geohydrologist to develop a conceptual site model to quantify and predict groundwater flow and contaminant transport. Several agreements were reached in the mediation process focusing on tolling agreements, a common technical vocabulary, procedures to allow informal consultation of tentative regulatory decisions and responses to them and the joint development of comprehensive risk assessments for both human health and ecosystems. In 2006 Chevron, which purchased UNOCAL, was given permission to remove 860,000 cubic yards of contaminated sand and soil from the site. In 2007 the oil company purchased the site from the LeRoy Trust and initiated plans to designate conservation easements over the entire 2700-acre site.

1999-2000 South Orange County Infrastructure Improvement Project (SOCTIIP)

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 in this rapidly growing metroplex. This mediation occurred within the framework of a MOU between Federal and State agencies, which established policy agreements related to agency cooperation and oversight related to the NEPA and Section 404 wetland protection policies.

CONCUR's work included organizing and facilitating 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.

1998-99

Soquel Creek Water District Water Supply

Designed and mediated a consensus-based negotiation process by forming a Public Advisory Committee (PAC), which included broad representation from government agencies and community groups. Facilitated a joint fact-finding process to evaluate a range of water supply alternatives, including stream diversion, desalination, groundwater storage, conjunctive use with surface water resources and mandatory conservation. Drafted and helped PAC reach agreement on a series of complex documents, including long-term water supply and demand, conservation and evaluation of alternatives.

1994-99

Lower American River Task Force, Sacramento Area Flood Control District

Organized and facilitated dialogue between 40 concerned parties, including the US Army Corps of Engineers, California Department of Water Resources, fish and wildlife agencies, local governments, environmental groups and homeowners, to reach a consensus on flood control improvements on the lower American River as part of an investigation into creating alternatives to the proposed Auburn Dam, a \$1.4 billion project. Included convening scientists and technical experts in a joint fact-finding process to support dialogue between policy makers. Resulted in Congressional appropriations in excess of \$300 million to modify Folsom dam, raise levees and strengthen riverbanks to substantially increase the level of flood protection for Sacramento and surrounding communities.

1993-94

California Department of Forestry

Identified where conflict exists within State timber regulatory process, between the department, timber industry and environmental groups, and then designed a framework for conflict resolution within the department. Included several specific recommended revisions to State Forest Practices Act. The overall goal was to design a conflict resolution program to help resolve the "timber wars" in northern California (with Common Ground, University of California, Davis).

1993

Santa Clara Valley Water District

Facilitated dialogue between four cities, industry, environmental groups, state and federal agencies and regional water quality board to reduce copper discharge into San Francisco Bay. Included detailed stakeholder analysis, conflict assessment in preparation of dialogue, assisting key parties with strategic planning and providing internal training in principled negotiation and collaborative problem solving.

1992

U.S. Minerals Management Service

Facilitator for workshop in New Orleans of twenty senior social scientists to set a national agenda for socio-economic research related to the impact of oil and gas development in the Gulf of Mexico region.

- 1992 U.S. Army Corp of Engineers**
Facilitated meeting of Corps experts in wetland planning and coastal project management to develop a planning philosophy for development of the Long Term Management Plan for the San Francisco Bay.
- 1992 U.S. Environmental Protection Agency**
Provided policy analysis and facilitation services for two major elements of the Comprehensive Management Plan for the San Francisco Bay Estuary, including recommendations for changing land use patterns and monitoring wetlands to protect natural resources.
- 1992 Sierra Summit, with the Trust for Public Land**
Prepared comprehensive analysis of how to improve natural resource management in the Sierra Nevada region by integrating biodiversity with new institutional arrangements between federal, state and local governments.
- 1991-93 State of Louisiana, Louisiana Environmental Action Project (LEAP 2000)**
Designed and facilitated a first-ever state-wide dialogue of representatives from industries, environmental groups, federal, state and local governments to rank ecological, health and social risks and agree on legislation and funding priorities for addressing them. One of five nationwide projects co-sponsored by US EPA. Worked directly with Steering Committee of state cabinet secretaries, statewide Public Advisory Committee and State Secretary of the Environment who then reported progress and results to the Governor. Focus was identifying and prioritizing all environmental problems in the State affecting air, land or water resources. Coordinated statewide Technical Advisory Committee of scientific experts; translated highly technical scientific information for presentation at a series of statewide community workshops and a State Summit of political and community leaders. We developed and used an innovative voting system to enable participants to confidentially rank 33 environmental issues and identify top priorities for new environmental regulations, pollution reduction and clean-up.
- 1987 New York Academy of Sciences, Science and Decision Making Program**
Worked as co-facilitator for joint fact finding process involving representatives of twenty-five government agencies (federal, state and local), industrial manufacturers, environmentalists and fishermen to devise a strategy for dealing with PCB pollution in the Hudson River/Raritan Estuary.

SELECTED INTERNATIONAL PROJECTS

- 2006-07 Initiative for Strengthening Coordination and Planning for Mutual Development**, with the African Centre for Water Research (ACWR), Capetown, South Africa. In partnership with ACWR, CONCUR is developing strategies for assisting international development agencies, national governments and regional NGO's in southern and eastern Africa, to integrate institution building, participatory planning and environmental policy analysis with large-scale water resource projects.
- 2004-06 Examining European Community Environmental Policies.** Conducted fieldwork in County Dublin, Ireland, to determine how EC and Republic of

Ireland environmental policies applied to proposed expansion of landfill at Rogerstown, Ireland.

- 2002** **World Summit on Sustainable Development, Johannesburg, South Africa.** Participant in proceedings, seminars, workshops, consultations and press conferences at 2002 'Earth Summit'. Analyzed draft working group agreements related to safe drinking water supplies, energy, conservation policies and practices; tracked how these agreements were revised at the Summit based on input from United States, European Community and NGO delegates. Also participated in proceedings of concurrent Summit meetings of Civil Secretariat.
- 1992** **Center for Dispute Resolution, London.** Conducted training workshop in the use of mediation to address complex environmental policy disputes in the European Community.
- 1992** **Winrock International, Environmental Policy and Training Project (EPAT).** Facilitated strategic planning process with 30 professionals comprising the EPAT team for the U.S. Agency for International Development.
- 1991** **Department of Conservation, New Zealand.** Designed and conducted three training workshops for natural resource professionals from all field offices in the country.
- 1990-91** **Development Alternatives, Inc. and the U.S. Agency for International Development.** Authored chapter on non-economic incentives to promote effective natural resource management as part of DESFIL (Development Strategies for Fragile Lands) Fragile Lands Synthesis Report.
- 1990-91** **Development Alternatives, Inc. and USAID.** Member of consortium with DAI, Management Services, Inc. and University of Maryland for project on Implementing Policy Change within developing country governments.
- 1989-90** **Development Alternatives, Inc. and USAID.** Comparative analysis of public policies affecting natural resources in the Eastern Caribbean, as part of project on Development Strategies for Fragile Lands in Latin America. Includes writing three case studies to document environmental effects of large development projects funded by international donor agencies. Included recommendations and methodology for conducting political stakeholder analysis during project design and implementation to enhance resource protection, presented to top USAID officials at U.S. State Department.
- 1990** **Auckland Regional Council, New Zealand.** Advised ARC, with Scott McCreary, how to improve environmental management and regulatory functions, including new procedures to resolve critical resource management disputes.
- 1989** **Ministry for the Environment, Government of New Zealand.** Advised ministry how to incorporate negotiation and mediation techniques into its programs related to the Treaty of Waitangi, Resource Management Law Reform, and Local Government Review. Conducted training workshops in Wellington, Auckland and Christchurch.

- 1989 **Caribbean Institute for Resource Management.** Informed university faculty members from English and Spanish-speaking countries in the Caribbean how to incorporate negotiation and environmental dispute resolution cases into existing curricula for natural resource management courses. Emphasized the role of politics and policymaking in development decisions; recommended how training materials should fit local cultural conditions.
- 1988 **Coolidge Center for Environmental Leadership.** Designed and taught curriculum to integrate environmental management and dispute resolution for officials from developing countries (Africa, Asia, Latin America, Caribbean).
- 1987 **Organization of Eastern Caribbean States.** Natural Resource Management Project. Authored Plan of Operations for St. Kitts-Nevis National Coastal Resource Management Project. Acted as liaison between OECS and St. Kitts/Nevis government while coordinating several ministries to create three-year plan to strengthen national policies and regulations for protection and management of coastal resources.

ADDITIONAL PLANNING EXPERIENCE

1974-85 **Owner and Principal Planner, Community Planning Consultants.** Santa Cruz, California. Led project teams providing public and private sector community planning and natural resource management services. Extensive public speaking, legislative lobbying, employee training and project administration.

Completed over 100 assignments including:

Environmental Impact Assessments: industrial, tourist, commercial, housing and recreational projects. Designed EIA procedures for government, created cost/benefit frameworks, developed mitigations to protect sensitive natural resources and acted as liaison between public agencies and private parties.

Natural Resource Inventories and Land Use Management Plans: completed management plans for forest, mineral and wildlife resources.

Project Management - Water Supply Task Force: for 20-agency coalition designed 20-year forecast for water supply in rapidly growing communities, developed legal framework and administrative system for regional water management plan, managed team of experts to establish safe yield of aquifer and structured cooperative construction of dams and water conservation plan.

Urban Design: completed plans for municipal transportation, essential public services, recreation uses, building design and land use controls.

Open Space and Wildland Acquisition: enhanced coastal resource management by arranging purchases of large parcels acting as liaison between landowners and government agencies.

Expert Witness: prepared testimony for civil proceedings relating to natural resource management, coastal access, urban growth and environmental impact assessment.

RELATED WORK

1995-present **Co-Director and Founder, Center for Bioregional Conflict Resolution.** The Center is a not-for-profit organization headquartered in Santa Cruz, California, established in 1995. The need for The Center has arisen due to the intense conflicts between human communities and increasingly scarce natural resources. To better understand and resolve these conflicts, the Center supports endeavors to better understand the complex relationship between human communities, public regulatory institutions and the natural environment, especially for resources that are under severe pressure, such as watersheds, water resources, forests, air resources, migratory fish and wildlife.

RESEARCH

2008 **Project under design related to resolving regional environmental conflicts in Southern Africa,** as Fulbright Senior Specialist, appointed by the William Fulbright Scholarship Board and the Bureau of Education and Cultural Affairs of the U.S. Dept. of State.

1995 **National Science Foundation.** "The Place of Ecological Values, Technology and Science in Restoration Policy"; Co-Principal Investigator with Professor Michael McGinnis, University of California, Santa Barbara.

1992 **U.S. Environmental Protection Agency.** The Linkages Between Watershed Based Planning and Protection of the San Francisco Bay Estuary, with Pacific Energy and Resources Center.

1990-91 **U.S. Agency for International Development.** Washington, D.C. Two projects relating to the importance of national culture in environmental policy implementation, and how to design a decision-making process to effectively carry out natural resource management policy reforms; tied results to USAID projects on Implementing Policy Change and Environmental Training Program.

1988-89 **Center for Environmental Studies and Natural Resource Management, University of the West Indies, Cave Hill, Barbados.** Conducted fieldwork in three Caribbean countries to document political decision-making in large-scale development projects located in sensitive tropical environments. Focused on conflict between national environmental policies and lending guidelines of donor agencies.

1988-89 **National Institute for Dispute Resolution.** Analyzed the effects of national culture on international negotiation practices. Focused on how national cultures can be better understood to improve the outcome of international negotiations, with a case study of a Caribbean/United States development project.

1988-89 **Organization of American States.** Investigated why regional cooperative programs in the Caribbean designed to achieve environmentally-sustainable economic growth are hard to implement. Interviews included international donor agencies, environmental non-governmental organizations, local interest groups, and national officials in several countries.

1988 **Canberra College of Advanced Education.** Researched how negotiation strategies can be applied to environment/development disputes in Australia,

including special needs for negotiations between Aborigines, State and Federal governments, in preparation for training course in Canberra.

1987 **Massachusetts Institute of Technology, Department of Urban Studies and Planning.** Carried out fieldwork with White Mountain Apache Tribe in Arizona for project titled "Integrating Environmental Values into Development Planning: Lessons from the White Mountain Apache Tribe for Less-Developed Countries". Focused on how traditional environmental ethics affect contemporary natural resource management decisions.

1986-87 **Independent Research.** Research conducted for graduate seminars at Harvard and MIT included the following:

- "Comparing Environmental Risk Assessment in the Second and Third Worlds: How Environmental Policy in Poland and Mexico is Changing";
- "How to Include the Costs of Environmental Damage in Development Planning";
- "An Analysis of Environmental Management Programs and Procedures in Western Industrialized Nations and Less-Developed Countries, with an Emphasis on Selected Case Studies (European Community, Asia, South America)";
- "The Relationship Between Dependency and the Use of Natural Resources in the Eastern Caribbean";
- "Economic Development in an Interdependent World: Possibilities for Environmentally Sustainable Development"

1974-85 Carried out research in environmental policy and politics within State, regional, and local governments in California. Topics included Environmental Impact Assessment, growth management, urban design, neighborhood participation and community planning, as Principal Planner, Community Planning Consultants (see Other Professional Experience).

1973-74 **Center for Natural Resources, University of California, Santa Cruz.** Assessed land use capabilities of 10,000-acre coastal site proposed for urbanization using computerized grid mapping system. Topics included conversion of prime agricultural land, provision of urban services, protection of visual resources, and mitigation to minimize loss of wildlife habitat.

1972-73 **Institute of Urban and Regional Development, University of California, Berkeley.** Worked as part of National Sea Grant team to create original planning elements of the California Coastal Plan, the first comprehensive coastal plan in the United States.

1971 **Feather River College, Quincy, California.** Conducted field work to design protection measures with U.S. Forest Service for American Bald and Golden Eagle habitat, and conducted water quality studies of abandoned copper mine to recommend measures to protect watershed.

SELECTED CONFERENCES, TEACHING AND COURSE DEVELOPMENT

1987-present **Trainer in Conflict Resolution and Negotiation of Effective Environmental Agreements.** Conduct professional training workshops for senior officials,

managers and concerned parties to enhance negotiating skills. Training curriculums include natural resource management disputes, difficulties of cross-cultural communication, and human resource management. Clients include U.S. EPA; California Dept. of Water Resources; Los Alamos National Laboratory; California Dept. of Forestry; U.S. Forest Service; U.S. Army Corps of Engineers; Ministry of the Environment, New Zealand; Canberra Institute for Advanced Education, Australia; International Association of Impact Assessment, Barbados; Coastal Zone Foundation, United States; numerous private clients from environmental groups, industry and regulatory agencies for several states.

- 2006** **League of California Cities.** Member of panel with senior agency staff of Santa Clara County local governments. Presentation titled: Key Elements of the Negotiated Agreement to Protect Silicon Valley's Stream Resources.
- 1998-2006:** **Guest Lecturer, University of California, Santa Cruz.** Presentations at several classes on topics related to environmental dispute resolution, culture and the environment and careers in environmental policy.
- 1994-2000:** **Guest Lecturer, Monterey Institute of International Studies.** Prepare and deliver lectures to graduate seminars on conflict resolution, environmental policy and international development.
- 1996:** **Panelist, World Affairs Council Annual Conference, Asilomar, CA.** Presented on topic of role of conflict resolution in international transboundary disputes, and how institutional capacity of governments can be strengthened to support related decision-making methods.
- 1990-92** **Lecturer, Dept. of Environmental Studies, University of California, Santa Cruz.** Designed and taught course titled "Culture and Environment", investigating relationship of national cultures in different countries and the use of natural resources.
- 1988-89** **Associate Faculty, Coolidge Center for Environmental Leadership.** Designed and used new curriculum, with training materials, to instruct officials from developing countries in negotiation and dispute resolution, focusing on natural resource management and enhancement of interpersonal communication skills.
- 1987-88** **Instructor/Junior Faculty, Massachusetts Institute of Technology.** Department of Urban Studies and Planning. Designed and taught course titled Environment and Technology. Course contents included managing scientific uncertainty, the inter-relationships between science, technology and public policy, evaluating global natural resource issues, and environmental ethics.

Teaching-related experience at MIT included:

- 1987-90** **Member, Ph.D. Committee.** Department of Urban Studies and Planning. Helped develop academic policy, refine curriculum, advise faculty on student needs.
- 1987-90** **Member, Admissions Committee.** Department of Urban Studies and Planning. Reviewed and advised on admissions procedures, evaluated applicants to Ph.D. program.

- 1987-88 **Coordinator, Curriculum Development Group** for Environmental Policy and Natural Resource Management, Department of Urban Studies and Planning. Organized group of faculty and alumni to propose curriculum changes needed to train environmental specialists.
- 1986-87 **Teaching Assistant.** Massachusetts Institute of Technology, Department of Urban Studies and Planning. Assisted Professor Larry Susskind with course titled "Conflict, Dispute Resolution and Negotiation in the Public Sector". Counseled students, lectured, graded exams and managed gaming simulations. Also assisted course titled Bargaining and Negotiation for corporate and government executives.

AWARDS, HONORS, AND FELLOWSHIPS

- 2008 **Fulbright Senior Specialist, appointed by the William Fulbright Scholarship Board and the Bureau of Education and Cultural Affairs of the U.S. Dept. of State.**
- 2007 **Fellow, College Eight, University of California, Santa Cruz; nominated by the Provost and approved by the faculty.**
- 1991 **Administrator's Fellow, U.S. Agency for International Development**
- 1989 **Richard D. Irwin Doctoral Fellowship in the Social Sciences, awarded for general scholarship**
- 1988 **Professional Education Fellowship, the National Institute for Dispute Resolution**
- 1988 **Fellowship, Organization of American States**
- 1986 **Scholarship, John K. Kennedy School of Government, Harvard University**
- 1984 **Mayor's Citation for Distinguished Public Service, Santa Cruz, California**
- 1974 **President's Undergraduate Fellowship, University of California, Santa Cruz**

COMMUNITY INVOLVEMENT

- 1994-95 **Director and Vice-President, Costanoan Indian Research Center; projects include planning and construction of traditional ceremonial house for Indian Canyon/Mutson band of Ohlone Indian Tribe**
- 1983-85 **President, American Planning Association, California Chapter, Monterey Bay Region**
- 1983-85 **Founding Chairperson, Santa Cruz Downtown Commission**
- 1979-80 **President, Association of Environmental Professionals, Monterey-Santa Cruz Region**

1975-78 **Vice-Chairman**, Business Promotion Commission for Santa Cruz County

1975-76 **Member**, Watershed Advisory Commission of Santa Cruz County

PEER-REVIEWED PUBLICATIONS

2001 "Applying a Mediated Negotiation Framework to Integrated Coastal Zone Management." With Scott McCreary et. al. In *Coastal Management Journal*. Volume 29:3. June 2001.

"Refining and Testing Joint Fact-Finding for Environmental Dispute Resolution: Ten Years of Success." With Scott McCreary and Bennett Brooks. In *Mediation Quarterly*, Volume 18 (4). June 2001.

1999 Bioregional Conflict Resolution: Rebuilding Community in Watershed Planning and Organizing, with Michael McGinnis and John Wooley. *Journal of Environmental Management*, January 1999.

1995 "Identifying and Overcoming Obstacles to Resolving Cross-Cultural Environmental Disputes." *Cultural Survival Quarterly*, Vol. 19, No. 3; 1995.

1994 "Overcoming Obstacles in Environmental Policymaking: Creating Partnerships Through Mediation." (Albany, New York: State University of New York Press, 1994).

1993 "Facilitated Negotiation: A New Solution for Dealing with Public Siting Controversies," with John C. Jostes. *The Journal of Municipal Solid Waste Professionals*, Vol. 3, No 6, October 1993.

1988 "Suggestions for Integrating Environmental Impact Assessment and Economic Development in the Caribbean." With Scott McCreary. *Environmental Impact Assessment Review*, Elsevier Publications, Volume 8, No. 1, March, 1988.

1978 "The Environmental Review Process and How it Applies to Large Public Improvement Programs." With John Jostes. *California Environmental Impact Report Monitor*, State Resources Agency, 1978.

OTHER PUBLICATIONS

2009 "*The Conversation: Conditions ripe for climate change brawl*". With J. K. Gamman. Special to The Sacramento Bee. Published: Sunday, Aug. 16, 2009.

2001 "Finding Solutions for the Cleanup of the Largest Oil Spill in the United States: Utilizing a Neutral Fact-finding Panel in the Guadalupe Oil Field Mediation". CONCUR Working Paper 01-01. Co-authored with S. McCreary, S. Lustgarden.

"Benefits from Using Mediation to Settle Natural Resource Damage Cases." Forthcoming CONCUR Working Paper 01-02. Co-authored with S. McCreary, S. Lustgarden.

- 1993 "The Effects of Culture on Environmental Negotiations: Advice for Mediators," CONCUR Working Paper 93-01.
- 1992 "Mediating a Statewide Environmental Dialogue in Louisiana," with Scott T. McCreary. *Consensus, Harvard Program on Negotiation, Cambridge, MA*, and CONCUR Working Paper 92-01.
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1974-1985 Completed over 100 planning reports for clients in government and the private sector.