

Selection of CDR's Experience in Dams, Hydropower, Power Lines, and Pipelines

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U.S. Army Corps of Engineers - Truman Dam and Reservoir, Missouri - Mediation of operations disputes. Mediated a settlement that ended a 15-year battle over environmental and economic issues, involving the operation of a flood control and hydro-generation dam and protection of down-stream environmental and recreational interests. The mediation involved the Army Corps of Engineers, two utility companies, environmental advocacy groups, and two state agencies.

Green Mountain Reservoir, Colorado - Mediation of operations disputes. Mediated settlement negotiations between West Slope and Front Range parties in Colorado concerning the operation of Green Mountain Reservoir when operational restrictions are in place to prevent a possible landslide slide and adverse impacts to the town of Heeney, which is situated on the shore of the reservoir. Parties included the U.S. Bureau of Reclamation; U.S. Justice Department; the State of Colorado; Northern Colorado Water Conservancy District; Colorado River Water Conservation District; Grand Valley Irrigation Company, Grand Valley Water User's Association, Middle Park Water Conservancy District; Orchard Mesa Irrigation District; Palisades Irrigation District; and the Cities of Colorado Springs, Denver, and Englewood. The agreement contains an interim operations agreement, provisions for securing water for all parties' needs, and common approaches to address future water issues.

Niagara Power Project, Niagara Falls, New York - Facilitation of Environmental Impact Statement Study components for an alternative hydropower dam re-licensing process. Served as the independent facilitator for the EIS component of the re-licensing of the Niagara Power Project, the largest non-Federal hydro generation project in the U.S. The New York Power Authority (NYPA), the owner of the project, is using an intensive public involvement process and the Alternative Licensing Procedure (ALP) to develop a license application that will have broad stakeholder support. The ALP process is designed to gather a wide range of input from stakeholders, including environmental, socio-economic, cultural, historical, and tribal issues connected to the operation of the Niagara Power Project. CDR Associates designs and facilitates bimonthly stakeholder meetings to develop consensus during the scoping stage.

Hebgen Dam and Reservoir, Montana - Facilitation of conditions for hydropower dam re-licensing. Lead mediator for a series of meetings related to the relicensing of the Hebgen Dam and Reservoir, between Montana Power (the applicant) and Federal and State regulatory and resource management agencies. Issues addressed included thermal impacts on fisheries and recreation. Meetings included dialogue regarding acceptable models for researching thermal impacts, mitigation plans, and cost allocation for mitigation. Parties to the discussions included Montana Power, Montana Department of Natural Resources and Conservation, Montana Department of Fish, Wildlife & Parks, and the U.S. Fish & Wildlife Service. Consensus agreements and recommendation were reached and submitted to FERC, which approved the license. The relicensing process facilitated by CDR won an award for excellence and river stewardship from the National Hydropower Association.

Salida Power Plant, Colorado - Facilitation of conditions for hydropower dam re-licensing.

Mediated the settlement of an eight-year dispute over the re-licensing of two hydropower plants and the development of sustainable fisheries in a stretch of the Arkansas River. Parties included the U.S. Forest Service, Colorado Division of Wildlife, U.S. Fish & Wildlife Service, Public Service Company of Colorado, and Trout Unlimited. The mediation was part of the Federal Energy Regulatory Commission re-licensing process.

American River, California - Facilitation of Supplemental Environmental Impact Statement negotiations.

Conducted a situation assessment of a deeply entrenched water and environmental protection conflict dispute in Northern California that helped bring concerned parties - U.S. Bureau of Reclamation, the City and County of Sacramento, California, and East Bay Municipal Utility District - to the negotiating table. Subsequently, CDR designed and facilitated six months of multiparty meetings concerning the development of a Supplemental Environmental Impact Statement on use of American River water, protection of the environment, preservation of recreational amenities, and meeting municipal water needs in the San Francisco Bay area. The success of the meetings enabled key political decision-makers at local and national levels to reach a final agreement, and resolve decades-long water conflicts in California's Central Valley and Bay Delta.

Central Valley Project Improvement Act - Facilitation of meetings on the Programmatic Environmental Impact Statement.

Facilitated the initial interagency coordination meetings concerning the development of the Central Valley Project Improvement Act (CVPIA) Programmatic Environmental Impact Statement (PEIS), designed to address the potential impacts of the numerous environmental enhancement programs called for by the CVPIA.

Tri-District Water Project, Colorado - Mediation of an agreement on a shared water treatment facility.

Mediated among the elected officials and attorneys of three water districts in southern Colorado over terms for sharing a water treatment facility. There had been a series of disputes and lawsuits going through the Colorado Supreme Court about ownership, expansion, capacity allocation, and financial obligations for the operation of this facility. The parties negotiated an agreement in principal for handling all the major issues in dispute. This has since been formulated into a signed contractual agreement, ending all litigation and leading to a needed expansion of the facility.

Cherry Creek Reservoir, Colorado - Mediation of technical and scientific issues and research methodologies related to reservoir operation.

Mediated between researchers to reach agreement on recommendations to the Cherry Creek Basin Authority; convened and facilitated a panel of experts to settle technical and scientific questions and resolve disagreements about research methods and conclusions; and produced a consensus report from the panel of neutral experts.

City of Denver, Denver Water Board, Citizen Advisory Committee - Design and facilitation of a public involvement process.

Co-facilitated a public input process regarding the proposed Two Forks Dam Reservoir. Small group problem solving was used to collect and refine concerns and proposals for the mitigation of negative impacts. Recommendations were made by the problem-solving group to the Citizens' Advisory Committee and the Denver Water Board.

Metropolitan Water Roundtable, Colorado. Served on a team of facilitators who worked with over 20 diverse urban and rural parties to address issues of water development for the Denver metropolitan area, to consider whether the controversial Two Forks Dam and Reservoir should be constructed. The CDR Partner helped facilitate meetings of the Conservation Task Group, which ultimately developed a process to introduce and implement water metering to the metro area.

A Selection of CDR's Experience in Pipeline Projects:

Baku-Tbilisi-Ceyhan Oil Pipeline Project - *Design and facilitation of an international stakeholder engagement process.* Designed, coordinated and conducted an international stakeholder engagement process for the International Finance Corporation (IFC, the private sector investment arm of the World Bank Group) and the European Bank for Reconstruction and Development (EBRD). These lending institutions were asked to provide partial financing for the 1760 km, \$3.6 billion Baku-Tbilisi-Ceyhan oil pipeline project. The BTC pipeline runs approximately 1,760 km from Baku, on the coast of the Caspian Sea in Azerbaijan, through Georgia, to a terminal on the Mediterranean coast of Turkey.

In preparation for going to their respective Boards with recommendations on providing funding for loans for this highly controversial project, IFC and EBRD jointly asked CDR Associates' assistance in convening six multi-stakeholder meetings or fora (MSFs) - two in each of the three affected countries. CDR lead an international team in designing the overall strategy and planning process for the meetings; making logistical arrangements in each country in preparation for the meetings; as well as managing the dialogue and interaction among the stakeholders (including IFC, EBRD and BTC Co.) at the specific meetings.

Yellowstone Pipeline Environmental Impact Statement (EIS) - *Design and facilitation of a public involvement process concerning fuel pipeline siting and construction.* Assisted the Lolo National Forest to design and conduct an effective public involvement process for a controversial environmental impact statement for the Forest Service involving the proposed re-routing of a fuel pipeline near Missoula, Montana. CDR's work involved design and implementation of the public involvement process, and developing and implementing recommendations to build public trust in the EIS process. This involved bringing the public into almost every aspect of the EIS by conducting both large public meetings to receive formal public comments on scoping, and small, informal update meetings (held monthly, with telephone communication with parties in the interim) during the study process. Even those most opposed to the pipeline felt the process for addressing pipeline issues was fair and extremely responsive to the public needs.

City of Boulder, Colorado, Public Works Department - *Consultation on a public input process on a water pipeline construction project.* Served as a consultant to the Public Works Department, advising the staff on public input process for maximizing citizen input into the design, construction, and mitigation of the impact of a pipeline construction project and coaching city personnel in their negotiations with landowners and other agencies. This project involved the replacement of a major raw water pipeline servicing the city and delivering water from the city's watershed to its treatment plant. The proposed pipeline impacts federal forest service lands and residential areas and has generated considerable public and agency concern.