

**JAMES L. CREIGHTON  
PRESIDENT**

James L. Creighton is the President of Creighton & Creighton, Inc., with more than 30 years experience as an independent consultant. His areas of expertise include public participation, risk communication, dispute resolution, team productivity, meeting/ conference design and facilitation, social assessment/ institutional analysis, and alternative futures planning.

Creighton is the author of **The Public Participation Handbook** (Wiley/Jossey-Bass, 2005), **Involving Citizens in Community Decision Making** (Program for Community Problem Solving, National Civic League, 1992), and **The Public Involvement Manual** (Abt Books/ University Press, 1981). He is co-author of **Cyber Meeting: How to Link People and Technology in Your Organization**, (AMACOM: American Management Association, 1997), and **Guide to Social Assessment: A Framework for Assessing Social Change** (Westview, 1984). He is also the author of more than 30 manuals and guides in public participation, partnering, dispute resolution, organizational change, and risk communication.

Creighton's popular market book, **How Loving Couples Fight** (Aslan, 1998) is currently in bookstores in a paperback edition. Creighton is also co-author of the international bestseller **Getting Well Again** (J. P. Tarcher, 1978; Bantam, 1980), which has been translated into seventeen languages, and has sold nearly 1,000,000 copies worldwide. While promoting his books Creighton has appeared on more than 100 radio and television shows including The View with Barbara Walters, the Sally Jessy Raphael Show, the Montel Williams Show, and the ABC Home Show.

**Public Participation:**

Dr. Creighton has been in the public participation field since 1972, and has been involved in designing or conducting nearly 300 public participation programs for more than 50 Federal, state and local agencies, public utilities and private sector companies. He has been described by the American Water Works Association as "the nation's leading authority on public participation." He served two terms as the President of the International Association of Public Participation Practitioners, the professional association of public participation practitioners.

Recent projects illustrate the range of Creighton's activities:

- Developed a series of guides for the U.S. Department of Energy on topics including *How to Design a Public Participation Program*, *Communicating With the Public*, *Working With Indian Tribal Nations*, and *Environmental Justice and Public Participation*.
- Provided counsel and training to the Egyptian Ministry of Water & Irrigation on public participation in Ministry water and irrigation decisions.

- Revised the Edison Electric Institute's *Public Participation Manual* (3<sup>rd</sup> Edition) and conducting EEI public participation training for electric utilities.
- Assisted the Tennessee Valley Authority with establishing and conducting a regional environmental stewardship council.
- Facilitated a nationwide series of Army Corps of Engineers forums on water issues facing the U.S.
  - Prepared a guide on stakeholder involvement in the U.S. Environmental Protection Agency's Project XL Program.
- Facilitating dialogues between Pacific Gas & Electric Company and neighbors regarding the siting of controversial energy facilities;
- Assisted the U.S. Environmental Protection Agency Common Sense Initiative panel with efforts to improve integration of EPA's stakeholder involvement and dispute resolution initiatives;
- Developed guides on partnering for the Department of Defense Environmental Mission and the Army Corps of Engineers Civil Works Mission;
- Provided briefings on public participation to National Academy of Science/National Research Council panels;
- Assisting with the development of a plan for identifying a municipality to act as volunteer host for Pennsylvania's low-level radioactive waste disposal facility.

### ***Government Sector Public Participation***

Among Creighton's major activities in the governmental sector are:

- Designed and conducted more than 200 public participation programs for federal, state and local governments.
- Developed the SYNERGY Citizen Participation/Public Involvement Skills course that, for a number of years was by far the most widely used training program in the field for federal or state agencies. Nationwide training programs were conducted for the U.S. Forest Service, Corps of Engineers, Federal Highway Administration, Federal Aviation Administration, Environmental Protection Agency, National Park Service, and the course was conducted for more than fifty federal and state agencies.

- Designed four levels of training programs for the U.S. Army Corps of Engineers including Basic, Executive, Advanced, and Regulatory Functions courses. He also edited a public involvement reader for the Corps, and has recently completed a second reader.
- Developed manuals and guides on public involvement for the U.S. Bureau of Reclamation, Federal Aviation Administration, Bonneville Power Administration, and the U.S. Army (teaching installation planners how to work with local communities to solve noise problems). He also co-authored a guide for the Canadian Federal Environmental Assessment Review Office. He also completed a public involvement guide for the City of Glendale, CA, which is now distributed nationally.
- Wrote preliminary drafts of public involvement policies for the U.S. Bureau of Reclamation and Bonneville Power Administration.
- Retained by the U.S. Bureau of Reclamation, Federal Highway Administration, US Army Corps of Engineers North Pacific Division, and the Bonneville Power Administration to evaluate their existing public involvement programs and identify means of improving these programs.
- As a consultant to the U.S. General Accounting Office, assessed the public involvement programs of the Bonneville Power Administration and Northwest Power Planning Council, and participated in an assessment of the U.S. Department of Energy's consultation process with the states and tribes on the siting of a nuclear waste repository.
- Developed a computer-based interactive guide on developing public involvement plans for the Bonneville Power Administration.

Creighton's extended work with the Bonneville Power Administration was featured in an article in the Harvard Business Review by former BPA Administrator, Peter T. Johnson.

## **Utilities and Private Sector Public Participation**

Beginning in the late 1970s, Creighton also began working with the private sector on public involvement issues including the siting of a crude oil pipeline (Northern Tier Pipeline Company), siting of a coal gasification plant (Panhandle Eastern Pipeline Company), and siting of numerous transmission lines (Pacific Gas & Electric, BC Hydro, Puget Power & Light, Public Service of Colorado, PSI Energy, Hawaii Electric, Florida Power & Light, Transmission Agency of California, Central Power & Light). Other industry clients include the Salt River Project, (establishing a citizen task force to review company policies and rate structures), Pennsylvania Power & Light (working with an advisory group to develop alternative futures scenarios to test

corporate strategy), and Arizona Public Service (assisting an advisory group to get organized, establish groundrules, and select its leadership).

Creighton is the author of the Edison Electric Institute's *Public Participation Manual* (three editions). Creighton also designed and conducted public involvement training courses for the Edison Electric Institute throughout the U.S. He has conducted public involvement training programs for the American Public Power Association, and clients in Canada including BC Hydro and Ontario Hydro. He is a frequent speaker at utility industry conferences.

For the Hewlett Packard Corporation, Creighton designed and facilitated a process for working with residential neighbors regarding siting of a major new office building (now world headquarters for Agilent Technologies). He also conducted training for McCaw Cellular on siting of cellular antennas, and has facilitated meetings between neighbors and developers for several residential developments.

### **Dispute Resolution**

From 1988-1998, Dr. Creighton headed a team of nationally recognized experts in dispute resolution that provided assistance to the U.S. Army Corps of Engineers in the use of alternative dispute resolution techniques (ADR) as an alternative to litigation. The Corps ADR program won the Hammer Award from the Secretary of Defense. The award presentation was made in a White House ceremony conducted by Vice President Gore who singled out the program as an outstanding example of reinventing government.

As part of this program, Creighton oversaw a team of the nation's leading ADR consulting firms who are developing training courses, editing a series of techniques pamphlets, editing a quarterly ADR newsletter, and providing direct consultation as part of the Corps program. Creighton has been directly involved in developing a series of pamphlets providing an overview of ADR, and covering specific techniques such as mini-trials and non-binding arbitration, as well as editing several case studies and a reader of articles on ADR and public participation.

Creighton also designed and led a team which conducted a series of dispute resolution training courses in Russia and the Republic of Georgia. The program was sponsored by The International Foreign Policy Association, with funds from the U.S. Agency for International Development.

Recent projects completed by Creighton include:

- Writing a guide on "partnering" which has been distributed to all Department of Defense entities
- Conducting an assessment of "less successful" partnering cases

- Developing a case study on the use of mediation to resolve EEO complaints
- Developing a partnering guide for the Directorate of Civil Works, and conducting briefings on partnering nation-wide

Creighton developed and facilitated an interest-based negotiation process used by the Bonneville Power Administration to renegotiate all of its power sales contracts with Bonneville's 150 utility customers. (BPA supplies much of the power to the four states of Washington, Oregon, Idaho, and Montana).

Creighton has served as a mediator on a number of local issues. Examples include mediating a dispute between the Ventura County Health Department and the Ventura Regional Sanitation District over solid waste planning; mediating a dispute about a long-standing commercial operation in a residential neighborhood (Menlo Park, CA); and assisting a citizen task force in Menlo Park, CA, in developing consensus recommendation regarding limits on additions to existing homes. He coordinated negotiations between the Northern Tier Pipeline Company and seventeen Washington counties regarding mitigation and social effects of that project, and initiated a similar process on the WyCoalGas project.

Creighton prepared the script for a videotape titled *Conflict Resolution: A Primer for Communities*, developed by Pennsylvania Power & Light, in cooperation with the League of Women Voters, and the Pennsylvania Department of Environmental Resources. He also led a team, under the sponsorship of the Edison Electric Institute, which developed and conducted a consensus-building course combining public participation and mediation/negotiation techniques for utility managers, and has also conducted conflict management training for the American Electronics Association. He also developed and conducted a conflict management training program for the Bonneville Power Administration.

### **Team Productivity/Collaborative Technology**

Creighton is the co-author of **CyberMeeting: How to Link People and Technology in Your Organization** (AMACOM, 1988) which predicts how present trends in technology, facilities, and group process will be come together in the future to enhance collaboration and team productivity. The book is based on his experiences heading a team which operated a "skunkworks" (a highly interactive team-based policy development center) on a full-time basis for the Department of Labor. Out of that experience he was involved in a three-year analysis of how people will perform collaborative work in the future.

Creighton has been a speaker on collaborative technology issues at conferences or training programs sponsored by the American Management Association, the Central Intelligence Agency, South Carolina Chamber of Commerce, the Workplace Consortium, InView (videoconference presentation), Telecon Brazil 1999 (Avanstar),

and at workshops for Finnish entrepreneurs sponsored by TEKES, the Finnish national technology agency.

Creighton has been a consultant to SPANWorks, a start-up company in San Ramon, CA, developing meeting productivity software for a wireless meeting room network that ties together participants' laptops, digital whiteboards, and digital projectors. Creighton also conducted strategic planning session for Aristasoft Corporation and Kanisa, two pre-IPO high technology firms.

Creighton recently conducted training at the University of Sao Paulo, Brazil, for staff of the School of the Future who will be setting up 150 internet-access centers (telecentros) in Brazil's poorest neighborhoods.

Creighton's interest in team productivity dates back to the 1970s when he developed a Team Action Workbook and training course for the Willamette National Forest and conducted training courses on managing interdisciplinary teams for the U.S. Army Corps of Engineers. He recent years he has also prepared guides on "partnering," a technique for improving the effectiveness of inter-organizational project teams, for the Department of Defense and Corps of Engineers.

### **Meeting/Conference Design and Facilitation**

Creighton has designed and facilitated literally hundreds of public meetings, work groups, and conferences for more than twenty-five years, including work on the White House Conference for Global Change. Creighton has been involved in facilitating public meetings for such controversial issues as Orme Dam (on President Carter's "hit list" of western water projects), whether to restart construction of the WPPSS 1 & 3 nuclear power program, the cleanup program for Kesterson Reservoir, and more than fifty other projects. Creighton was also a facilitator for the National Energy Consensus Experiment, an effort to get agreement on a national energy policy between 50+ national leaders of all the major interests concerned with national energy issues.

He has designed and conducted conflict-resolution conferences bringing scientists and technical experts from around the world to establish research priorities regarding storage of nuclear waste in crystalline rock (Lawrence Berkeley Laboratories), fisheries (smoltification) on the Columbia River (Bonneville Power Administration), and social impacts of coal development in the West (Bureau of Land Management). Other conferences were designed to get agreement on research protocols for assessing cumulative impacts of energy development upon wildlife (U.S. Fish & Wildlife Service) and developing criteria for emission of toxics in bays and streams (U.S. Bureau of Reclamation), and resolve water issues in the Sacramento River Delta. Creighton was also retained by the U.S. Committee on Irrigation and Drainage to design and facilitate a workshop bringing together key people in agriculture with environmental leaders to hammer out a proactive program for agriculture's handling of hazardous or toxic substances. Creighton also prepared

a pamphlet summarizing the group's recommendations, which has been distributed nationally within agriculture.

## **Risk Communication**

Dr. Creighton has worked extensively with utilities on siting of controversial facilities, and this led him into the risk communication field. He is the principal author of two manuals for the Tennessee Valley Public Power Association, *Understanding Electric and Magnetic Fields (EMF)* and *Communicating with the Public About Electric and Magnetic Fields (EMF)*. Also for the Tennessee Valley Public Power Association, and with the assistance of Robert S. Banks Associates, Creighton prepared a risk communication manual and video tapes and designed and led a training program that won a trophy award from the American Society of Association Executives.

Creighton also completed a study for Pennsylvania Power & Light in which he reviewed risk communication practices of major U.S. utilities related to the (EMF) issue. Creighton is also the author (with Robert S. Banks) of a manual on risk communication titled *Sourcebook for Utility Communications on EMF* that is published by the Electric Power Research Institute (EPRI)

Creighton has made two presentations on public participation and risk communication to National Academy of Science - National Research Council panels providing review of the Army's program for disposal of chemical weapons.

Creighton recently played a major role in developing a community partnering plan for siting of Pennsylvania's Low-Level Radioactive Waste disposal facility. This plan outlined the process by which the state and its contractors would work with local communities to find a volunteer community willing to act as host of the facility.

He is also an instructor for the EPRI Risk Communication Workshop, which is offered periodically to member utilities. In addition to working on this issue as part of the many transmission line projects on which he's been involved, Dr. Creighton assisted the Florida Electric Power Coordinating Group in preparing testimony on EMF which was presented to the Governor's Scientific Advisory Panel. He also assisted Public Service of Colorado in making a presentation to the Douglas County Commissioners regarding EMF. He has also consulted on this issue to the Tennessee Valley Authority, PSI Energy, and others. He also co-developed and co-instructed the Edison Electric Institute's *EMF Risk Communication Training Course*. He also co-authored a guide for the U.S. Environmental Protection Agency which addressed public involvement and risk communication issues related to siting of solid waste facilities. He is a frequent speaker and workshop leader in the risk communication field. Recent speaking engagements on risk communication include the California Manufacturer's Association, Santa Clara Valley Manufacturer's Association, Canadian Electrical Association, Colorado Power Council, Edison Electric Institute, Electric Power Research Institute, Florida Municipal Electric

Association, Western Systems Coordinating Council, Alberta Power Planning Council, and Northwest Public Power Association.

### **Alternative Futures Planning/Strategic Planning**

In the mid-1970s Dr. Creighton became concerned that many organizations were so committed to a straight-line projection of the future that they were both unresponsive to public concerns, and in danger of being non-responsive to changing circumstances. As a result he began to devise planning processes which involved the public in identifying alternative futures scenarios and protected an organization's ability to respond to these alternatives. His first project, for the U.S. Bureau of Reclamation, was an analysis of the future water needs of four California counties. The techniques developed during this study were published by the Bureau in a guide titled *Alternative Futures Planning*. Since that time he has applied alternative futures planning techniques in a variety of situations including land use planning (Klamath County, Oregon), long-range corporate planning (Wickes Corporation), land management (U.S. Forest Service and U.S. Bureau of Land Management), projecting the future service load of a utility (Pennsylvania Power & Light), developing long-term goals for a construction agency (Corps of Engineers), and assessing major issues facing public power in the United States (American Public Power Association). Working with researchers from the U.S. Forest Service, he co-developed a simulation game designed to teach forest managers to plan flexibility for a variety of changing external conditions. Dr. Creighton also prepared a "strategic directions" guide for the Office of Strategic Initiatives, U.S. Army Corps of Engineers. Creighton also assisted with the design of the *North Dakota 2000* and *Eugene Decisions* strategic planning processes.

### **Social Assessment/Institutional Analysis**

Creighton was a member of a team of social scientists that developed a social assessment guide for the U.S. Bureau of Land Management during the early 1980s. This team included many of the leading figures in the field, and Dr. Creighton served as facilitator of the group meetings. Subsequently he co-authored the guide itself, which was later issued as a text titled **Guide to Social Assessment: A Framework for Assessing Social Change** (Westview Press: 1984). He also developed a social impact assessment-training program for the U.S. Army Corps of Engineers. He also conducted an extensive review of the value literature for the Corps of Engineers, with a particular emphasis on its usability in public involvement and social assessment. More recently he prepared a report on the socioeconomic impacts of terminating irrigation on 49,000 acres in California's San Joaquin Valley, and studies on the future of agriculture in the San Joaquin Valley (U.S. Bureau of Reclamation). He also analyzed the institutional barriers to water conservation and the establishment of a trust fund to purchase water savings (U.S. Bureau of Reclamation). He was also a member of a large team assessing the potential socioeconomic effects of locating a high-level nuclear waste repository at Hanford, Washington. Creighton headed the Monitoring & Mitigation Group, which prepared a

draft *Monitoring & Mitigation Plan* for the state before Nevada was chosen as the repository site.

Recently, Dr. Creighton currently headed a team conducting an assessment of the social impacts on major changes to Federal water law and practices involved the Central Valley project in California. He also wrote a Technical Appendix for a major EIS describing institutional alternatives for decision making regarding future operation of the Columbia River System, and was a member of the team identifying social impacts associated with possible changes in river operations.

Creighton recently completed a draft guide on assets-based community development for the Idaho Department of Health & Welfare.

### **Organizational Development**

Dr. Creighton's consulting practice began in the organizational development field. Prior to establishing his own consulting practice, he worked closely with Dr. Thomas E. Gordon, and under his guidance developed the first participant's workbook for Leader Effectiveness Training, which later became a nationally-recognized training program. After establishing his own practice, he conducted training courses on communication skills, meeting leadership, and participative management for a number of clients including corporations such as Hewlett Packard, Wells Fargo Bank, Travenol Laboratories and Control Data, a number of school districts, and governmental agencies such as the U.S. Forest Service and U.S. Department of Labor. He trained counselors for the Neighborhood Youth Corps, Job Corps, Alameda County Probation Department, and the Berkeley Public Schools, and trained Economic Opportunity Program and Economic Assistance Office counselors for the University of California, Davis. He also developed a counselor's guide for the U.S. Department of Labor. Dr. Creighton worked with training staff at the U.S. Bureau of Reclamation to develop an extensive program to train internal facilitators to conduct team-building sessions throughout the Bureau. He has conducted numerous team-building sessions himself, for a variety of governmental and private sector clients. He also prepared a Team Action Workbook for the Willamette National Forest, which is a self-administering workbook that a supervisor can utilize to develop more effective team decision making. In recent years he has not concentrated on the organizational development field, but has conducted team building sessions with interdisciplinary and interagency teams as part of many of the other projects on which he has worked.

### **Stress Management**

During his early work at Bridge Mountain Foundation, Dr. Creighton was trained in the use of a number of relaxation and stress management techniques, and continued to utilize these techniques personally, even when his professional interests moved in new directions. In 1976 both he and Mrs. Creighton became interested in the work of Dr. O. Carl Simonton and Stephanie Matthews-Simonton,

who were exploring the role which psychological factors played in both the onset and recovery from cancer. For several years both the Creightons served as consultants to the Simonton's Cancer Counseling & Research Center in Fort Worth, Texas, developing the Center's professional training programs. During this period Dr. Creighton co-authored **Getting Well Again** with the Simontons. This book has now sold more than a half million copies and has been translated into seventeen languages. Dr. Creighton then adapted many of the same concepts and developed a Managing Corporate Stress training program which he has conducted for such clients as the Wickes Corporation, Grass Valley Group, University of California Extension (Davis), Yuba County Probation Department, U.S. Army Executive Development Program, U.S. Forest Service, and others.

### **General Information**

**Academic:** Dr. Creighton received his B.A. in Psychology from the University of California, Berkeley, where he also participated in departmental honors programs in American Studies and Political Theory. He received his Ph.D. in Psychology from the International Institute for Advanced Studies, Clayton, Missouri (external degree). A revised version of Creighton's doctoral thesis was published as ***Don't Go Away Mad: How to Make Peace with Your Partner*** (Doubleday, 1991). Creighton has given guest lectures at Princeton University, Stanford University, University of Vienna, University of Sao Paulo, and the University of California, Santa Cruz and Davis. He has also taught several courses for the University of California Extension.

**Pre-Consulting Experience:** Prior to becoming a consultant he served as Executive Director of Bridge Mountain Foundation, developing and conducting an adult education program designed to enhance creativity and encourage personal growth. He also served as Regional Coordinator of Dr. Thomas E. Gordon's Parent Effectiveness Training, training and supervising approximately seventy part-time instructors conducting training programs for parents and teachers in communication and mutual problem-solving skills. He also had experience in the electronics industry in management training, corporate communications, and professional recruiting.

**Rosters:** National Roster of Environmental Dispute Resolution and Consensus Building Professionals, US Institute for Environmental Conflict Resolution, Tucson, AZ; General Services Administration, Federal Supply System Contract GS-10F-0252K.

**Memberships:** International Association for Public Participation (Founding President and 5-term Board member); International Association of Facilitators; American Society for Training and Development; The Authors Guild.

## **LIST OF CLIENTS**

Clients with whom Dr. Creighton has worked include:

### **INTERNATIONAL**

Central Research Institute of Electric Power Industry (Japan)  
Egyptian Ministry of Water (USAID funding)  
Escola do Futuro, University of Sao Paulo. Brazil  
E-7 (international consortium of electric utilities)  
Japan Science and Technology (JST)  
King Prajadhipok's Institute (Thailand)

### **FEDERAL AGENCIES**

Argonne National Laboratory  
Battelle Human Affairs Center  
Battelle Pacific Northwest Laboratories  
Bonneville Power Administration  
Brookhaven National Laboratory  
Commodity Futures Trading Commission  
Fermi National Laboratory  
Job Corps  
Lawrence Berkeley Laboratories  
Neighborhood Youth Corps  
Tennessee Valley Authority  
U.S. Army Corps of Engineers  
U.S. Army Institute for Water Resources  
U.S. Bureau of Indian Affairs  
U.S. Bureau of Land Management  
U.S. Bureau of Reclamation  
U.S. Civil Service Commission  
U.S. Dept. of Agriculture Graduate School  
U.S. Dept. of Energy  
U.S. Dept. of Health & Human Services  
U.S. Dept. of Labor  
U.S. Environmental Protection Agency  
U.S. Federal Aviation Administration  
U.S. Federal Highway Administration  
U.S. Fish & Wildlife Service  
U.S. Forest Service  
U.S. General Accounting Office  
U.S. Geological Survey  
U.S. National Park Service  
U.S. Natural Resources Conservation Service  
Western Area Power Administration

### **UTILITY**

American Public Power Association  
American Water Works Association  
Arizona Public Service Co.  
Associated Electric Cooperatives Inc  
BC Hydro  
California Municipal Utilities Assoc.  
Central Power & Light  
Chem Nuclear Waste  
Edison Electric Institute  
Electric Power Research Institute  
Florida Electric Power Coordinating Group  
Florida Power & Light  
Hawaii Electric Corporation  
Los Angeles Dept. of Water & Power  
Maryland-District of Columbia Utilities Association  
Northeast Utilities  
Northern Tier Pipeline Company  
Pacific Gas & Electric Company  
Panhandle Eastern Pipeline Company  
Pennsylvania Power & Light  
PSI Energy  
Public Service of Colorado  
Puget Power & Light  
Rochester Gas & Electric  
Salt River Project  
Southern California Edison  
Ontario Hydro  
Platte River Power Authority  
Tennessee Valley Authority  
Tennessee Valley Public Power Association  
Transmission Agency of Northern California  
Utility Nuclear Waste Management Group  
Washington Suburban Sanitary Commission  
Western System Coordinating Council

## EDUCATION

Berkeley Public Schools  
Colorado State University  
Contra Costa County Office of Education  
Oakland Public Schools  
Palo Alto Public Schools  
Placer County Office of Education  
Princeton University  
San Mateo County Office of Education  
San Mateo Elementary School District

Santa Clara County Office of Education  
Santa Clara Valley Water District  
Sequoia Union High School District  
Stanford University  
University of California, Davis  
University of California Extension, Davis  
University of California Extension, Santa Cruz  
University of Wisconsin

#### STATE AND LOCAL AGENCIES

Alameda County Probation Department  
California Dept. of Economic Development  
California Dept. of Parks & Recreation  
California Dept. of Transportation  
California Dept. of Water Resources  
California Lt. Governor's Office  
California State Personnel Board  
California Public Utilities Commission  
California Urban Water Agencies  
City of Glendale (CA)  
City of Menlo Park (CA)  
City of Mountain View (CA)  
City of Palo Alto (CA)  
Idaho Dept. of Health & Welfare  
Illinois Dept. of Transportation  
Kentucky Dept. of Transportation  
Klamath County Planning Dept.  
League of California Cities  
National Association of County Health Officials  
Nevada State Legislative Counsel  
North Dakota Dept. of Planning  
Sanitation Districts of Los Angeles County  
Santa Clara Valley Water District  
Ventura County  
Washington State Nuclear Waste Office

#### PRIVATE

Alumax, Inc.  
American Electronics Association  
Aristasoft Corporation  
Avanstar  
BOC Gases  
Booz Allen Hamilton  
Cancer Counseling & Research Center  
Cancer Support & Education Center  
Center for Business Intelligence  
CH2M Hill  
Cominco American, Inc.

Control Data Corporation  
Corporation for Public Broadcasting  
Cowell Memorial Hospital  
Dames & Moore  
DeWitt Ross Law Firm  
Dow Chemical  
Envirosphere Corp.  
Grass Valley Group  
Hakone Foundation  
Hewlett-Packard Corporation  
Hyland Laboratories  
Institute for the Future  
Kanisa  
KCBS Radio  
Lawrence Halprin & Associates  
Lockheed Idaho Technologies Co.  
McCaw Cellular  
Mills Memorial Hospital  
Mountain West Research Corp.  
Optics Technology  
Planning & Management Consultants Ltd.  
Praxis  
SCM Corporation  
South Carolina Chamber of Commerce  
SRI International  
Vidar Corporation  
Wells Fargo Bank  
Wickes Corporation