



RAY CLARK

EDUCATION

Master of Environmental Management
Duke University
Durham, North Carolina

Bachelor of Arts (Special Honors)
Jacksonville State University
Jacksonville, Alabama

PROFESSIONAL

01/10-Present President, RiverCrossing Strategies. Provide environmental and energy consulting services to local, federal agencies and tribes and private companies. Help Build Coalitions and Collaborations. Strategic Planning Environmental Services, Conduct and Review Environmental Analyses and Studies, Liaise with Regulatory Agencies, including the White House Council on Environmental Quality:, Advise on Environmental and Legislative Policy Adjunct Faculty at Duke University and lecture in environmental policy. Of Counsel, The Clark Group, Washington, DC. Providing expert analysis to the Federal Emergency Management Agency. Adjunct faculty at Duke University acting as Chairman of the NEPA certificate program in the Duke Environmental Leadership Program. Teach NEPA, Cumulative Impact Analysis, and Social Impact Analysis.
7/01-10/09, Senior Partner, The Clark Group. Founded The Clark Group, a consortium of senior

level science and policy professionals who have worked at the highest level of government, including the White House, Pentagon, and Congress. Provided a wide range of environmental and energy consulting services to local and federal agencies and private companies. Prepared environmental impact analyses. Provided strategic advice on environmental and energy policy. Clients included the White House, federal agencies, American Indian tribes, and elected officials at the local level. Developed the first biogas plant on tribal lands in Washington state. Adjunct Faculty at Duke University. Train mid and senior level practitioners and decision-makers at NRC, NMFS, and FERC in topics relating to decision-making about environmental and energy sustainability.

Accomplishments include:

- *CONVERTING CLOSED MILITARY INSTALLATIONS INTO ECONOMIC ASSETS.* Worked on behalf of the Oakland Army Base Reuse Authority, and campaigned to secure early release of the base to the city and secure funding of the cleanup of the installation. Worked with the State of California to designate the base as a brownfield, rather than a Superfund site, the first such military installation to be so designated. Working on behalf of the Ford Ord Reuse Authority, wrote a strategy to provide affordable/workforce housing at the former Fort Ord, California, which has become the blueprint for establishing a Housing and Community Land Trust, enhancing the internal capacity to address housing, and attracting new funding for workforce housing. Worked with California SHPO to ensure the integrity of all historic properties.
- *CREATING NEW APPROACHES TO ENERGY AND CLIMATE CHANGE*
Continue to work in the intersection between climate change, NEPA analysis and renewable energy by creating and conducting EPA and Duke University briefings on NEPA and climate change. Provide climate, energy and NEPA analysis to key sectors including the nuclear power industry.

- *RESTORING AMERICA'S BROWNFIELDS.* Working with the Senate Finance Committee and the House Ways and Means, we conceived of and helped pass major tax legislation encouraging investment in redevelopment of brownfield sites. This amendment, part of the recently passed JOBS Act, was one of just two dozen amendments included out of more than 300 in the original bill. To support this provision's success, we established an extensive coalition that included diverse membership such as U.S. Conference of Mayors, National Taxpayers Union, U.S. Chamber of Commerce and Environmental Defense Fund. The provision will double the amount of private capital available for brownfields remediation.
- *RESTORING SALMON IN THE PUGET SOUND REGION.* Developed concept and strategy for a tribal-farmer partnership to build a biogas plant to produce renewable energy. Working with the Cascade Land Conservancy, formed the Snohomish Watershed Sustainability Project, which will focus on people, land, and culture. This project has the support of tribes, farmers and conservationists. Working with the Northwest Indian Fisheries Commission to develop a strategy to ensure the effects of fishing plans are sustainable.
- *FINDING NEW WAYS TO IMPROVE ENVIRONMENTAL PROTECTION.* Developed and established the Middle-Georgia Clean Air Coalition. The coalition's mission is to develop and promote strategies for improving air quality. Developed a political and environmental strategy that halted a U.S. EPA plan to list Houston County, GA as being in "non-attainment" for ozone standards in spite of initial determinations to the contrary. Assisting the U.S. Army with environmental compliance at national testing ranges. Developed a strategy for a California high tech environmental monitoring firm to enter the federal market and thus significantly expanded this business in the defense sector. Drafted the Department of Homeland Security's new environmental regulations

1/2001-5/2001 Assistant **Secretary of the Army (Installations and Environment) (Acting)** Named by Secretary of Defense Rumsfeld to serve as interim Assistant Secretary during transition from Clinton to Bush Administration.

5/99-4/2001 **Principal Deputy Assistant Secretary of the Army for Installations and Environment.** Appointed in May 1999. Responsible for over 14 million acres, 2000 Installations, 12,000 historical structures, \$10.5 billion military construction and base operations program and \$1.4 billion in environmental program management. Served as Chief Operating Officer for 75 members of the Installations and Environment organization consisting of scientists, engineers, other professionals and non-technical staff. Provided leadership to set a vision and design strategies to accomplish its mission during a period of transformation for the entire Army. Secretary of the Army Caldera awarded the Exceptional Public Service Award, the highest civilian honor the Secretary can bestow.

Accomplishments include:

- ***CONVERTING CLOSED ARMY INSTALLATIONS TO COMMUNITY ECONOMIC DEVELOPMENT ASSETS.*** Directed an initiative to turn over excess property faster to local communities. Led the effort to convert Joliet Army Depot into a world-class development that will create 21,000 construction jobs, 12,000 permanent jobs, while protecting some of the last vestiges of tall grass prairie in the Midwest. Expedited property transfer at Fort Ord, resolving years of bitter disputes among numerous parties in the community. Developed partnership with Department of Interior to transfer the Presidio, a national historic property to the Presidio Trust and the Golden Gate National Recreation Area.
- ***LEADING A NEW GENERATION OF CONSERVATION.*** Pioneered an effort to privatize environmental remediation and to ensure cost effectiveness of clean up. Instrumental in developing community-based clean up, championing the early transfer of the Presidio of San Francisco to the Presidio Trust, a private foundation that is undertaking the clean

up. Promoted a public/private partnership approach to conservation in the Army. The result at Fort Bragg is a partnership with the Nature Conservancy to leverage land purchases, protect endangered species, and allow the Army to meet its military mission. Together the partnership is purchasing new lands to expand the scope of the initiative. Worked with the Advisory Council on Historic Preservation to develop Programmatic Agreements to ensure the preservation of important historic properties on Army installations.

- ***MOVING THE ARMY TOWARD 21ST CENTURY ENERGY POLICY.*** Directed an initiative to develop an energy strategy at Army installations. Established a senior level Environmental and Energy Policy Board chaired by the Vice Chief of Staff of the Army and the Under Secretary of the Army
- ***CARRYING ON THE TRADITION OF ARMY CITIZENSHIP.*** Directed the Army initiative to transition Army housing that still have useful life to the community. Signed a partnership agreement with Habitat for Humanity, HUD, EPA, and DOT to relocate excess houses from installations to communities to provide affordable housing.

9/94 to 5/99 **Associate Director, White House Council on Environmental Quality.** Advisor to the President, the Chair of the Council, and the White House staff regarding national environmental policy. Developed Administration policy on pending environmental and natural resource legislation. Mediated interagency disputes regarding environmental policy. Briefed the President on the long-term strategy for environmental and natural resource issues, such as hardrock mining on public lands. Developed the strategy to resolve a large-scale mining dispute near Yellowstone National Park, which resulted in the purchase of the New World mine, protected private property rights, and ended a protracted national controversy. The agreement was hailed by a *New York Times* editorial as "Victory at Yellowstone". Developed initiatives announced by President Clinton in his State of the Union Addresses. Managed and directed the development of the President's 24th Environmental Quality Report to the Congress setting forth the status and condition of the

nation's environment. Wrote President Clinton's 1995 message to Congress on his environmental policies and priorities. Led the development of a cumulative effects analysis handbook to address complex issues such as alternative energy and climate change.

1/94 to 9/94 **Acting Chair, Council on Environmental Quality.** Developed operating budget, recruited and supervised staff of senior policy analysts and attorneys. Testified before Congress defending budget, program, and policy positions

1/92 to 1/94 **Senior Policy Analyst, White House Council on Environmental Quality** During President Bush's Administration carried out the Council's legislative mandate for oversight of the National Environmental Policy Act by initiating special studies and analyses. Recommended policy development or changes to the Chair of the Council. Wrote and edited portions of President Bush's 23rd Environmental Quality Report.

1/88 to 1/92 **Assistant for Environment, Office of the Secretary of the Army.** Provided guidance and developed initiatives to promote Army leadership on worldwide and global environmental issues. Supervised policy development and ensured execution of national environmental policy in Army programs. Initiated and served as director of the Senior Environmental Leadership Conference. Directed the development of "*Army Environmental Strategy for the 21st Century*".

11/87 to 8/2011 **Adjunct Faculty at Duke University.** Developed and lecture in environmental policy courses at the Nicholas School of the Environment. Courses include:

- Considering Climate Change and Environmental Impact Analysis
- Cumulative Effects Analysis
- Environmental Policy
- Public Involvement and Facilitation
- Preparing and Documenting Environmental Analyses
- Implementation of the National Environmental Policy Act
- Nuclear Regulatory Commission Implementation of the National Environmental Policy Act

**PROFESSIONAL
AFFILIATIONS**

Board of Directors, International Association for Impact Assessment, 1993-1995
Commissioner, Alexandria Environmental Policy Commission, 1986-1989. Drafted the first Alexandria Environmental Policy Act
International Advisory Board, *Environmental Assessment Review*
Past-President, Alumni Council, Duke University
Editorial Board, *Forum for Applied Research and Public Policy*
University of Chicago Review Committee, 1996-1997
National Association of Environmental Professionals, 1985-1995

**MILITARY
SERVICE**

United States Navy

**SIGNIFICANT
AWARDS**

Exceptional Public Service Award, 2001
National Environmental Quality Award
Alabama Environmental Quality Association Milestone Achievement
Army Scholarship Program Recipient
Alabama House of Representatives Distinguished Service

**SIGNIFICANT
RECENT
PUBLICATIONS**

Clark, R. and Canter, L., eds. *Environmental Policy* (a retrospective and prospective look at the National Environmental Policy Act) St. Lucie Press, Delray Beach, Florida, 1997

Partadario, M. and Clark, R., eds. *Perspectives on Strategic Assessment*, Lewis Publishers, 1999

“Cumulative Effects Assessment: A Tool for Sustainable Development”, in *Impact Assessment*, vol 12, no.3, 1994

“Cumulative Effects Handbook”, White House Council on Environmental Quality, 1997

Clark, R., Editor, “Environmental Practice” A Journal of the National Association of Environmental Professionals, Cambridge University Press, 2014