



Environmental Policy Solutions, LLC

Helping you solve your most complex environmental policy problems

(408) 217-8087

P.O. Box 59691

San Jose, CA 95159

www.enviropolicysolutions.com

Mr. Nathan Ellyson
FWS Division of Contracting and GE
Eastside Federal Complex
911NE 11th Avenue
Portland, OR 97232

Dear Mr. Ellyson,

Environmental Policy Solutions, LLC is pleased to submit this Statement of Qualifications for the *Completion of a Final Environmental Impact Statement and other compliance requirements for the Proposed Mouse Eradication on the Farallon National Wildlife Refuge, Solicitation Number F16PS01288*. Environmental Policy Solutions is a flexible, fast-reacting, environmental consulting firm that will directly assist the FWS by providing technical expertise as well as high quality, accurate and on-time deliverables under a cost competitive business structure.

Environmental Policy Solutions is a Woman Owned Small Business consulting firm based in the heart of the Silicon Valley that provides environmental services, intergovernmental support, and strategic communications and planning. We have helped governmental, private, and non-profit clients manage complex environmental projects and make sound management decisions. Our core competencies include strategic planning and environmental reviews, environmental permitting, environmental policy analysis, uncertainty modeling, analysis of public policy concerns, project management, and public and agency outreach and stakeholder relations.

The Environmental Policy Solutions team understands the challenges of managing a project such as this with relation to budgets, personnel, and other limited resources while completing deliverables and maintaining schedules in a fast-paced and transparent work environment. We are committed to working closely with FWS staff and other relevant partners to fulfil the obligations of this contract. Our technically skilled and motivated team has the confidence, knowledge, and skill set to provide the required deliverables at the highest quality and fastest pace without compromising the quality of our products.

If you have any questions, please contact Gabrielle Feldman at (408) 217-8087 or at gabriellefeldman@enviropolicysolutions.com

Thank you for your consideration of our qualifications.

Overview of Environmental Policy Solutions

Environmental Policy Solutions, LLC is a certified Small Business both federally (#079929679 - 7FEE2) and with the State of California (#1799247). We are committed to providing scientifically sound, economically feasible, socially acceptable solutions to solve complex environmental policy problems. We strive to uphold the highest level of integrity with a transparent and collaborative approach emphasizing conservation, restoration, and sustainable development. The firm specializes in designing innovative solutions and integrative decision making tools to enhance the management of natural resources, improve resilience, promote sustainability, and ensure public acceptability of proposed actions. We are skilled at pre-implementation actions that are essential for successful projects. This involves critically analyzing project plans with a keen understanding of local concerns, fully scoping and developing alternatives, researching and developing impact assessments, writing environmental planning documents, preparing guidance documents, creating long-term strategic plans, and facilitating intergovernmental coordination. In addition, we assist with preparing official comments, stakeholder relations, project outreach plans, and preparing and organizing official Administrative Records under NEPA. We specialize in complex and controversial projects that require early identification of potential barriers and how resources and communities may be affected that can impact an agency's ability to meet project milestones.

In addition to writing and preparing large environmental documents, we have assisted both state and federal agencies and non-profits in the development of Strategic Communications Plans. Our Strategic Communications Plans are developed for each project individually, while following a framework that includes the following components: a) clearly defined driving forces, goals, and objectives; b) a holistic understanding of the target audience including the demographics, attitudes and behaviors, barriers to action, and a strategy to package and distribute the intended message (e.g., websites, Frequently Asked Questions, talking points, posters); and c) metrics to track the success of the outreach campaign, as well as a plan to adaptively manage the outreach strategy for the duration of the outreach phase of the project.

Dr. Gabrielle Feldman, owner and principal consultant of Environmental Policy Solutions, will provide overall project management and quality control for this project. She will work in partnership with the FWS and other partners, as well as other experienced environmental professionals, as needed, to fulfill the duties of this contract.

Environmental Policy Solutions' Services

- Strategic Planning and Communications
 - Developing long-term strategic business plans, develop and manage strategic communications and political campaigns for environmental causes
- Environmental Policy Analysis
 - Policy analysis and policy tracking to develop strategic policy plans
- Environmental Impact Analyses
 - Expert with NEPA, CEQA, SEPA, MEPA, HEPA
- Uncertainty Modeling Using Decision Science
 - Examples include Structure Decision Making Models to assess alternatives, Prioritization Mapping Systems using GIS to identify priority areas for conservation, restoration, or economic development
- Integrated Risk Assessments for Decision Making
 - Holistic approach assessing the scientific, economic, political, and social issues of a given problem to provide decision makers with a logical framework with which to make decisions.
- Federal, State, and Local Environmental Permitting
 - ESA, MBTA, FIFRA, MMPA, CWA, CZMA, WA, CESA, FWS, EPA, NOAA, GFNMS, BCDC, Cal EPA, Cal FW, Cal DPR, RWQCB, SWQCB, Cal Coastal Commission, Regional Open Space Districts, and much more
- Environmental Negotiations and Conflict Resolution
 - Stakeholder relations, meeting planning and facilitation, mediation, consensus building

Key Personnel

Gabrielle Feldman, PhD, Owner/Principal Environmental Policy Solutions, LLC

As the founder and principal of Environmental Policy Solutions, LLC, Dr. Gabrielle Feldman leads the team of environmental professionals and oversees all client projects. With over 20 years of experience working on a range of different conservation projects in California, the tropical Pacific, Puerto Rico, the Pacific Northwest, and internationally, Gabrielle brings a wealth of experience working with natural resource managers, NGOs, and the government on a myriad of projects from old growth conservation and management on State Trust Lands in Idaho to leading the planning, compliance, and communications teams for the proposed mouse eradication on the South Farallon Islands. Gabrielle earned a B.S. in Zoology and an M.S. in Environmental Science and Regional Planning from Washington State University. She earned a Ph.D. in Natural Resources with an emphasis in Environmental Policy Analysis and Decision Science from the University of Idaho. In addition, Gabrielle served as a Peace Corps Volunteer in Bulgaria where she worked on sustainable development and conservation projects on the Black Sea coast. Gabrielle has worked on a wide range of environmental planning projects in the United States and abroad with a focus on biodiversity conservation and sustainable development.

Gabrielle has combined her passion for environmental conservation and sustainable development with an expert knowledge of state, federal, and international law into a keen ability to strategically plan using an integrated approach to problem solving. By utilizing a holistic approach to solving environmental related problems, she has successfully led several teams through the complicated planning and implementation processes designed to conserve natural resources while promoting sustainable development. She has also implemented a variety of strategic communication, political campaigns, media outreach, and environmental education and curriculum development programs for several projects from forestry to water conservation and environmental justice. In addition, Gabrielle has successfully developed and implemented planning tools using uncertainty modeling to aid in decision-making.

Gabrielle has extensive experience with environmental policy and management, strategic planning, toxicology, natural resources management, integrated pest management, island restoration and conservation practices, coastal and marine conservation, environmental law, restoration ecology, land use planning, strategic communication, environmental policy analysis, project and program management, environmental negotiations, conflict resolution, and meeting facilitation, as well as working with the media, managing large budgets, and managing a team of staff, volunteers, contractors, and consultants.

Prior to founding Environmental Policy Solutions, Gabrielle worked for Island Conservation in Santa Cruz, CA as the Manager of the Environmental Compliance Program where she directed the compliance program for all US and globally based projects and was a key member of the management team. She was charged with providing regulatory oversight for all rodent eradication projects, assisting with the planning and development of the 20 year Strategic Business Plan, conducting research on the combined effects of climate change and human dimensions of invasive species on island ecosystems, developing feasibility studies, managing partner relationships, working with stakeholders, lobbying with State and Federal legislators, managing large budgets, managing contracts, and supervising staff, interns, consultants, and volunteers. While at Island Conservation, Gabrielle oversaw the NEPA, strategic outreach, and permitting processes for the Palmyra Atoll Rat Eradication, the Desecheo Rat Eradication, and the proposed Farallon Islands Mouse Eradication. In addition, she oversaw the development of permit applications and reports for as a multitude of other permits including ESA sections 7, 9, 10, MBTA, CWA, MMPA, CZMA, FIFRA, Cal DPR permitting, and more. Along with her strategic planning expertise, Gabrielle was instrumental in the planning and development of several different decision making tools and models used for science based decision making for prioritizing conservation opportunities, as well as for developing planning documents.

Prior to working with Island Conservation, Gabrielle was a Research Associate with the University of Idaho's Natural Resource Policy Analysis Group (PAG) in Moscow, ID. While working at PAG, she managed several different projects

including developing a prioritization mapping system for the Idaho Department of Lands that allowed decision makers to prioritize lands for conservation, recreation, or management. She worked closely with the sustainable fisheries community in northern Idaho to negotiate fair distribution of resources between multiple stakeholders. She also worked with wheat farmers on the Palouse (eastern Washington and northern Idaho) to identify conservation opportunities, establish conservation easements, and sustainable agriculture education programs. Additionally, she wrote and developed a policy for managing old growth forests on State Trust Lands in Idaho, developed and analyzed policies for forest fire management, climate change impacts, fisheries management, and researched the impacts of fire on anadromous fish species.

Along with her experience with strategic planning and conservation, Gabrielle has over 18 years of experience with stakeholder development, community outreach, consensus building, environmental advocacy, environmental justice, environmental education, developing strategic plans at both the programmatic and project levels, and supervising and overseeing the work of her team. She is a compassionate leader whose mission is to help solve complex environmental problems in a transparent and collaborative way. Gabrielle's strong leadership brings out the best in her team to deliver the highest quality products for all of Environmental Policy Solutions clients.

Budget

Environmental Policy Solutions' cost estimates for the preparation of a Final Environmental Impact Statement and related environmental compliance documents for the proposed South Farallon Islands House Mouse Eradication are as follows. Our rate is \$130 an hour plus travel expenses outside of regular scheduled partner meetings in Fremont and Petaluma, CA. This project is expected to take approximately 960 hours of work over the course of the next year for a total price of \$130,000.

Select Projects

Environmental Oversight and Planning for the Proposed Topgolf Development in Alviso, CA

April 2016

Develop environmental and sustainable development recommendations to address all environmental concerns. Work with stakeholders through the planning process, and provide policy oversight on all project related issues. Additionally, work with clients to establish a conservation easement for a small wetland on the property, as well as wildlife friendly alternatives that are designed to withstand the impacts from liquefaction and sea level rise.

Strategic Business and Program Planning for the Santa Clara Valley Audubon Society

June 2015

Initiate the development of a long term strategic business plan with a well thought out transitional plan for the Santa Clara Valley Audubon Society. The goal of the strategic planning process was to assist the organization in identifying its long term goals, assist in the hiring of a new executive director, reevaluate its programs, make changes that will help achieve those goals, and assist the new executive director in achieving the identified goals.

Environmental Evaluation of Integrated Mosquito and Vector Control Programs

February 2015

Comment Letter from the Santa Clara Valley Audubon Society to the Santa Clara County Vector Control Program Re: Environmental Evaluation of Integrated Mosquito and Vector Control Programs for the Santa Clara County Vector Control District

South Farallon Islands Proposed Mouse Eradication EIS

August 2013

Primary author, editor, and team leader for a team of research scientists, and eradication specialist through the strategic planning, research, and outreach phases of the proposed mouse eradication. Lead author for the draft Environmental Impact Statement and other permits required for the project. Modeler and primary author of the Alternatives Selection Process report and model. Outreach spokesperson for Island conservation during the Public Comment Period.

Policy Analysis and White Paper: Human Dimensions of Invasive Species

September 2013

Research and identify the extent of IAS (invasive alien species) impacts on human dimensions (tourism, agriculture, human health, etc.) globally with an emphasis in the Caribbean to identify philanthropic, management, and educational opportunities within the region.

Policy Analysis and White Paper: Streamlining Environmental Compliance

July 2013

Develop and analyze the compliance process for eradication projects in the United States, identify areas to streamline the process, and ensure that the compliance process is more accurate, efficient, and organized.

Policy Analysis and White Paper: Climate Change and Invasive Species Combined Effects on Small Islands

October 2012

Research and provide scientific evidence and background suitable for outreach, education, and philanthropic opportunities on the link between eradicating invasive species from islands and minimizing the impacts of climate change. Specifically, how invasive species eradications can help species adapt to climate change impacts, and help make species and ecosystems more resilient to climate change impacts. Research and develop case studies that illustrate the connection between climate change and the effects of invasive species on islands. Prioritize islands and identify management priorities based on needs and correlation.

Alternatives Selection Process Model and Report for the South Farallon Island Proposed Mouse Eradication

February 2012

Lead developer and primary author of the Alternative Selection model and report. The model was developed as a strategic planning tool using expert knowledge and uncertainty modeling to evaluate 49 alternatives for their potential environmental impact and operational capacity at eradicating mice from the South Farallon Islands in California.

Desecheo Island Rat Eradication EA

February 2012

Primary author, editor, and team leader for a team of research scientists and eradication specialist through the strategic planning, research, and outreach phases of the proposed rat eradication. Lead author for the draft and final Environmental Assessment and other permits required for the project to proceed to implementation.

Palmyra Rat Eradication EIS

June 2011

Primary author, editor, and team leader for a team of research scientists and eradication specialist through the strategic planning, research, and outreach phases of the proposed rat eradication. Lead author for the draft and final Environmental Impact Statement and other permits required for the project to proceed to implementation.

White Paper: Clean Water Act and the New NPDES Permitting Process for Pesticide Use over U.S. Waters

June 2011

Clean Water Act policy analysis of history of the act, goals of the act, NPDES permitting process, and analysis of the new law, management implications for EPA authorized states and territories, California, Hawaii, and Puerto Rico.

Gabrielle Feldman

Owner/Principal

gabriellefeldman@enviropolicysolutions.com (408) 608-4074
<https://www.linkedin.com/pub/gabrielle-feldman/56/274/a1a>

Education

- **Ph.D., Environmental Policy and Planning** University of Idaho 2007
Dissertation: Protecting Old-Growth and Other Non-Timber Forest Values in Idaho's State Forests: A Policy Sciences Approach to Integrated Natural Resource Management
- **M.S., Environmental Science and Regional Planning** Washington State University 2002
Thesis: Sustainable Development of the Bulgarian Black Sea Coast
- **B.S., Zoology/Ecology** Washington State University 1996

Career Summary

I have combined my passion for environmental conservation and sustainable development with an expert knowledge of state, federal, and international law into a keen ability to strategically plan using an integrated approach to problem solving. By using a systems approach to problem solving, I have successfully led several teams through the complicated planning and implementation processes designed to conserve natural resources while promoting sustainable development practices, in addition to implementing a range of strategic communication programs for several projects from forestry to marine conservation. Similarly, I successfully developed and implemented planning tools to aid in decision-making.

Highlighted Skills & Abilities

- Over 16 years of experience in environmental planning and management
- Author of over 50 detailed reports, planning documents, and journal style articles
- Author of a multitude of grants for a range of projects and amounts
- Strong critical thinking skills used to elucidate both system-wide issues and isolated incidents
- Adept at problem-solving, navigating complex issues, and improving efficiency
- Expert in local, state, and federal environmental law and permitting
- Strong leader who inspires staff to perform at the highest level
- Excellent communication skills including stakeholder engagement, meeting facilitation, mediation, and delivering presentations
- Strong reputation for juggling tasks well and serving as "go-to" person within the team
- Proficient in Word, Excel, Power Point, Endnote, Project, Office 365, etc.
- Manager of staff of 2-50 employees, contractors, consultants, students and interns
- Manager of multiple budgets of up to \$3 million
- Expert in board engagement and management
- Extensive network of government, nonprofit, and industry professionals

Professional Work Experience

- Owner/Principal** Environmental Policy Solutions, LLC, San Jose, CA 9/2014-Present
- Oversee and manage all projects, client relations, marketing, budgeting, and hiring for a small consulting firm
 - Work on conservation projects with land owners; NGOs; local, state and federal agencies; and the public.
 - Design innovative solutions and integrative decision making tools to enhance the management of natural resources
 - Provide scientifically sound, economically feasible, socially acceptable solutions for a wide range of issues.
 - Represent clients using transparent, collaborative approach focused on conservation and restoration.
- Member of the Board of Directors** Santa Clara Valley Audubon Society, Cupertino, CA 3/2015-Present
- Director of Environmental Advocacy and Law for one of the most active Audubon chapters in California.
- Member of the Board of Advisors** OMEGA Global Initiative, Mountain View, CA 5/2015-Present
- Advise project team on regulatory matters, stakeholder relationships, and environmental negotiations.
- Research Associate** University of California, Santa Cruz, CA 12/2009-Present
- Develop innovative planning tools for decision makers that are transparent, logical, and informative
 - Conduct research on climate change, human dimensions of invasive vertebrates, and uncertainty modeling
 - Develop decision making models and tools, develop methods to streamline compliance, develop programmatic solutions

Gabrielle Feldman

gabriellefeldman@enviropolicysolutions.com (408) 608-4074

Owner/Principal

<https://www.linkedin.com/pub/gabrielle-feldman/56/274/a1a>

Manager, Environmental Compliance Program

Island Conservation, Santa Cruz, CA

3/2013-7/2014

- Manage all aspects environmental compliance, planning, communications and outreach for US based projects
- Prepare and manage budgets, reports, grants, and other related tasks
- Primary author and editor for NEPA, CEQA, and other state environmental policy act environmental assessments
- Work with permitting agencies to negotiate and obtain permits under CWA, ESA, FIFRA, CZMA, MBTA, WA, MMPA

Environmental Compliance Specialist

Island Conservation, Santa Cruz, CA

12/2009-3/2013

- Manage NEPA and permitting for Palmyra Atoll and Desecheo Island rat eradications
- Prepare and manage budgets, reports, grants, and other related tasks
- Assist with strategic communications for assigned projects
- Develop decision making tools to accompany planning documents
- Primary author and editor for NEPA and state environmental policy act environmental assessments
- Track policies, develop policy analyses, and assist with organization wide strategic planning

Research Associate

Natural Resource Policy Analysis Group, University of Idaho

8/2003-12/2007

- Policy and planning research associate for natural resource issues in Idaho and the Northwest
- Develop decision making tools for natural resource management and mentor a team of consultants, students and interns
- Prepare and manage budgets, reports, grants, and other related tasks
- Work with state and federal agencies to identify conservation, restoration, and policy gaps
- Researched and developed a prioritization policy to manage old growth forests on State Trust Lands in Idaho using GIS
- Focal areas include climate change, forest management, wildlife and environmental conservation, water quality, fisheries

Instructor and Advisor

Department of Forest Resources, University of Idaho

8/2003-5/2004

- Instructed Forest Resources 235 - Society and Natural Resources
- Instructed Forest Resources 484 - Natural Resource Policy and Administration
- Instructed and developed manual for Environmental Sciences 102 - Environmental Field Lab
- Led discussion groups, graded essays and exams, advised students, lectured, organized mock congressional trial

Instructor and Advisor

Department of Biological Sciences, Washington State University

8/2001-6/2002

- Instructed Biology 102 – Biology for non-science majors
- Head instructor for 3 labs with 50 students per lab
- Led lab experiments, graded essays and exams, advised students, lectured, developed and graded quizzes

Project Director

Black Sea NGO Network, Varna, Bulgaria

11/1999-8/2001

- Manage an international team of NGOs in implementing the Black Sea Regional Strategic Plan
- Planned and implemented a successful restoration project of the Black Sea model with education signs
- Worked with local NGOs to develop fundraising and networking skills
- Facilitated and mediated meetings between stakeholders

Environmental Planner and Educator

Golden Sands National Park, Varna, Bulgaria

8/1999-11/2000

- Developed a successful education program for park visitors, coordinate with educators, managed volunteers and interns
- Wrote and implemented an environmental education workbook and teacher's manual for 4th graders
- Assisted with strategic planning, natural resource management, and park maintenance

Volunteer Work & Honors

- Santa Clara Audubon Society and Bay Area Conservation Council, pro bono environmental consulting
- Peace Corps Volunteer/Masters International, Varna, Bulgaria
- Phi Sigma – National Biological Sciences Honors Society and Xi Sigma Pi – National Forestry Honors Society
- Golden Key International Honors Society
- Recipient of Idaho Department of Lands Cooperative Grant with the UI Natural Resources Policy Analysis Group
- Magna Cum Laude—M.S. Washington State University and Ph.D. University of Idaho