



Total Quality NEPA
Excellence in environmental planning,
Impact analysis and facilitation



Total Quality NEPA
(303) 652-6572
9348 Hills View Drive,
Longmont, Colorado 80503
GSA #GS10F-0562N

INTRODUCTION TO TOTAL QUALITY NEPA



Total Quality NEPA is a small, woman-owned business specializing in all aspects of the National Environmental Policy Act (NEPA) planning process, NEPA and other environmental regulatory training, and environmental facilitation. We have particular expertise in multi-agency, complex and/or controversial projects, and are committed to producing high quality, practical and well-written EISs and EAs. We are flexible and innovative, and will integrate our skills and knowledge with that of your agency staff to help with one aspect of this process or in conducting the entire environmental analysis, public involvement and write-up. It's your choice!

For the past 20 years, we have specialized in serving bureaus of the Department of the Interior, and the National Park Service has been a primary client of ours. Our firm's principal was the foremost author of the NPS NEPA regulations handbook and has taught many hundreds of NPS staff the legal, regulatory, scientific and communication requirements for the National Environmental Policy Act. We have also worked with many other bureaus, including the US Fish and Wildlife Service and Bureau of Reclamation. In addition, we have IDIQ contracts with the US Forest Service (and FWS). We have developed specialties in some areas over the years, including in programmatic EISs to accompany plans, and are currently or have recently conducted comprehensive management planning for the USFS (Nez Perce Historic Trail), NPS (Gateway National Recreation Area and Assateague National Seashore) and FWS (Comprehensive Conservation Plan/EIS for Rocky Mountain Arsenal). We also are skilled facilitators of multi-agency teams, including of composite manager/scientist groups and for science advisory teams. More recent facilitation has a science advisory team for winter use planning at Yellowstone National Park and a federal/state/academic science and management team for the Southern Rockies Landscape Conservation Cooperative. We are also called upon to coordinate and/or produce in whole EISs for implementation planning, and have recently completed this kind of task for America's Cup races in the San Francisco Bay, as well as vegetation and ungulate management plans and ecosystem restoration planning. Company expertise includes wildlife biology, wetlands and plant biology, water quality, air quality, cultural resources, visitor experience, socioeconomics, public input and communications, and environmental justice.

Heidi West is the principal of TQNEPA. Besides holding numerous graduate degrees in technical environmental fields (including water resources, ecology, and wildlife biology) and communications, Heidi has had 25+ years of experience in environmental impact analysis and

process. In addition to an in-depth knowledge of NEPA, Heidi has a substantial background in CEQA from her years in the California Governor's Office and as director of long-range planning at Santa Barbara County. Heidi is also a specialist in facilitating groups through all steps of the environmental planning and NEPA process, and is known for her casual and productive facilitation style, objectivity and technical knowledge. Heidi has recently been added to the roster of professional facilitators and mediators at the U.S. Institute for Environmental Conflict Resolution (aka Morris K. Udall Foundation), an absolute distinction for a NEPA specialist.

A. ENVIRONMENTAL PLANNING SERVICES AND DOCUMENTATION

TQ NEPA provides a variety of services related to NEPA planning, as well as regulatory compliance with other federal and state environmental regulations.

NEPA

- Completion of all tasks associated with the preparation of appropriate NEPA impact and decision documents (EA/FONSI, EIS/ROD).
- Initial evaluation to determine appropriate level of effort (CE, EA, EIS).
- Identification/determination of important environmental issues for analysis.
- Facilitation to clarify the Purpose and Need and Alternatives sections as required under NEPA.
- Conduct necessary research for natural and cultural resources (field studies, interviews, literature reviews).
- Complete analysis of impacts to natural (air quality, soils, vegetation, wildlife, water quality, coastal resources), cultural resources (archeological, historic, cultural landscapes, ethnographic), socioeconomic resources (jobs, tourism, local economy, cost/benefit analysis), and visitor experience (visual quality, soundscape, wilderness experience, recreation).
- Preparation for, management of, and facilitation of public scoping meetings.
- Analysis of comments and responses to substantive comments as needed.
- Team or project management of agency-produced EAs or EISs.
- Assessment of technical and legal adequacy of agency-produced EAs or EISs; assistance with re-writing/supplementing where necessary.



B. OTHER ENVIRONMENTAL PERMITTING AND CONSULTATION REQUIREMENTS

Besides compliance with the National Environmental Policy Act, TQNEPA offers expertise in identifying and guiding agencies through permitting and consultation requirements. Primarily, these include federal requirements, although our staff are also knowledgeable and experienced in the provisions of the California Environmental Quality Act and the Washington State Environmental Policy Act. Those federal permitting and review processes where TQNEPA can help include:

- ***Endangered Species Act.*** Review of existing reports and management plans; informal and formal consultation with USFWS and NMFS, including preparation of Biological Assessments; conduct appropriated field studies; coordination with regulatory agencies regarding mitigation plans, etc.
- ***Clean Water Act.*** Delineation of wetlands; evaluation of wetland functions and values; preparation of 404 permit applications; negotiation of 404 permitting requirements (mitigation, monitoring, reporting); NPDES permitting.
- ***National Historic Preservation Act (and other federal regulations for cultural resources).*** Literature reviews; cultural resource identification and NRHP evaluation of cultural resources (Section 106 compliance); preparation of appropriate nomination forms and reports; coordination with State, Federal, Tribal and local cultural resource management agencies; coordination/negotiation of Programmatic Agreements.

C. ENVIRONMENTAL FACILITATION

Through Dr. West, TQNEPA also provides facilitation, mediation and conflict resolution services for the NEPA planning process. Issues for which facilitation services may prove helpful include:

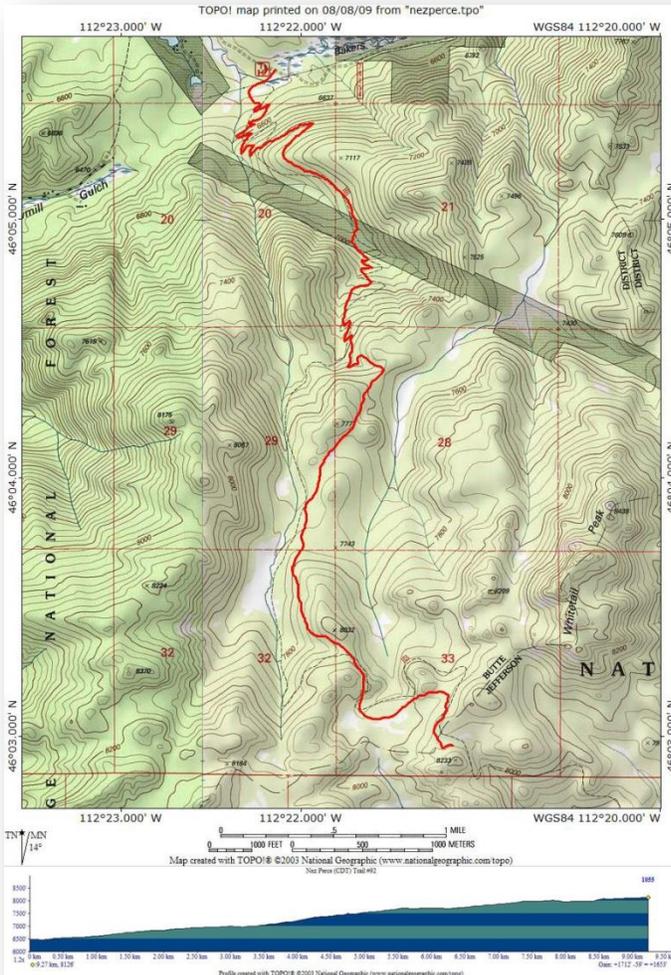
- communication among lead and cooperating agencies,
- determination of roles and responsibilities within and among agencies,
- determination of material to be included/excluded in a NEPA document,
- legal or regulatory responsibilities of each agency,
- aid in formulation of the Purpose and Need and Alternatives sections of NEPA documents,
- aid in adequate integration of other agencies' concerns and public comments in NEPA documents, and
- re-framing issues or language so that they are acceptable to all parties

Facilitation, particularly of multi-agency teams that have inherent conflicts in their agency mandates, has become an increasingly important skill we offer. Heidi is able to understand technical issues associated with plans and projects proposed by agencies, as well as legal and planning requirements under NEPA and other environmental laws. This is an unusual combination, and can mean cost savings and superior communication across scientific or

regulatory issues. Because Heidi is an interdisciplinary professional that also has in-depth knowledge of legal and regulatory requirements, agencies can often depend on her instead of hiring experts in several fields to cover the needed spectrum of expertise, and can be sure she integrates all areas in her strategic planning and facilitation.

D. ENVIRONMENTAL OCCUPATIONAL TRAINING SERVICES (SIN 899-3)

TQNEPA provides customized, on-site NEPA training presentations directed toward agencies' specific needs. Dr. Heidi West, Principal of TQNEPA, was primary author of the National Park Service NEPA regulatory handbook and has trained federal agency personnel in NEPA compliance since 1989 when she first joined Shipley Associates. Since then she has created her own complete, easy to understand and even fun (yes, fun!) courses for NEPA practitioners, management and/or reviewers. As noted above, TQNEPA also has staff that are extremely knowledgeable in other environmental compliance, including 106 review requirements for the National Historic Preservation Act. If requested, we



are able to add a 2-4 hour or longer section to our NEPA courses to cover 106 compliance, or section 7 consultation requirements under the Endangered Species Act.

ADVANTAGES OF USING THE FEDERAL SUPPLY SCHEDULES

Using a Federal Supply Schedules contract saves your agency time and money in a variety of ways as GSA has pre-negotiated with qualified companies for a group of related services to be delivered directly to agencies. Therefore, agencies do not need to seek further competition. The GSA assures that agencies' procurements will meet best value criteria for government acquisitions and comply fully with all applicable regulations. Other advantages provided to agencies procuring services through the Federal Supply Schedules process include

- easy access to available services through www.gsaAdvantage.gov or www.gsaLibrary.gsa.gov/,
- streamlined vendor selection process,
- direct contractor/customer relationship,
- prices that have been pre-determined to be fair and reasonable,
- use of Government credit cards

For your convenience, the Federal Supply Schedules procurement process is outlined below.

1. Prepare a Request for Quote (RFQ) which includes a Statement of Work (tasks, location of work, period of performance, deliverable schedule, etc.) and a request that the contractors submit either a firm-fixed price or a ceiling price.
2. Transmit the RFQ to your facility Contract Administrator.
3. The Contract Administrator will request contractors to submit a cost proposal for the Statement of Work.
4. The Contract Administrator will complete the transaction with the selected contractor and provide you with the GSA Contract number.

FEDERAL SUPPLY SERVICE CUSTOMER INFORMATION AND AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

GSA CONTRACTING INFORMATION

On-line access to contract ordering information, terms and conditions, up-to-date pricing and the option to create an electronic delivery order are available through GSA *Advantage!*, a menu-driven database system. The INTERNET address for GSA *Advantage!* is: GSAAdvantage.gov.

Schedule Title for Total Quality NEPA:	899-1; Environmental Consulting Services 899-3; Environmental Training Services
FSC Group, Part and Section or Standard Industrial Group for Total Quality NEPA	FSC B510- environmental assessments FSC B525- natural resources FSC B534- wildlife FSC B599- other special studies/analysis FSC F110 - develop environmental impact statements and environmental assessments (primary) FSC U099- other educational and training services SIC 8999 (pt)- environmental consulting
Total Quality NEPA Contract number For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at fss.gsa.gov	GS-10F-0562N
Contract period	September 4, 2013-September 3, 2018
Contact information	Dr. Heidi West Total Quality NEPA 9348 Hills View Drive Longmont, CO 80503-7288 (303) 652-6572 TQNEPA@aol.com
Business size	Less than \$1 million (very small, woman owned)

Total Quality NEPA Fee Schedule (by hourly rate, including 0.75% GSA IFF)

SIN(s)	Labor Category	<u>Year 11</u> September 4, 2013 - September 3, 2014	<u>Year 12</u> September 4, 2014 - September 3, 2015	<u>Year 13</u> September 4, 2015 - September 3, 2016	<u>Year 14</u> September 4, 2016 - September 3, 2017	<u>Year 15</u> September 4, 2017 - September 3, 2018
899-1 & 899-1RC	Project Manager	\$148.11	\$151.07	\$154.09	\$157.18	\$160.32
899-1 & 899-1RC	Facilitator	\$157.98	\$161.14	\$164.37	\$167.65	\$171.01
899-1 & 899-1RC	Sr. Analyst	\$130.96	\$133.58	\$136.25	\$138.98	\$141.76
899-1 & 899-1RC	Mid-level Analyst	\$104.66	\$106.76	\$108.89	\$111.07	\$113.29
899-1, 899-1RC, 899-3 & 899-3RC	Jr. Analyst	\$63.19	\$64.46	\$65.75	\$67.06	\$68.40
899-1, 899-1RC, 899-3 & 899-3RC	Writer/Editor	\$81.05	\$82.67	\$84.32	\$86.01	\$87.73
899-1, 899-1RC, 899-3 & 899-3RC	Administrative Assistant	\$58.00	\$59.16	\$60.34	\$61.55	\$62.78
899-1, 899-1RC, 899-3 & 899-3RC	Instructor	\$156.37	\$159.50	\$162.69	\$165.94	\$169.26

SCA Matrix		
SCA Eligible Contract Labor Category	SCA Equivalent Code Title	WD Number
Administrative Assistant	01011 Accounting Clerk I	05-2059

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the administrative assistant SCA labor category is based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices offered are based on the preponderance of where work is performed (Boulder County) and should Total Quality NEPA perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.

CUSTOMER INFORMATION ABOUT TOTAL QUALITY NEPA

1a. Awarded special item numbers- none

1b. Lowest priced model number- none. We only provide consulting services, the cost of which vary with the scope.

1c. Descriptions of job titles, responsibilities, educational requirements:

Total Quality NEPA Labor Category Descriptions

Labor Category	Functional Duties	Minimum Education	Minimum Experience
Sr. Project manager	Oversees work of members of interdisciplinary team to ensure high quality work, compliance with agency NEPA procedures, complete analysis and well-written sections. Responsible for keeping the project on time and on budget. Communicates any issues to client, attends agency meetings on a regular basis if needed. Responsible for assigning and managing staff time commitments, preparing bids on projects, helping to complete proposals. Is able to coordinate all aspects of even highly technical, complex or interagency EISs and EAs. Has excellent knowledge of technical issues, procedural matters and understands agency policies and politics as needed.	M.S. in scientific discipline	5 years of experience in impact analysis, 3 of which have been in a managerial position.
Facilitator	Helps agency clients in sorting through complex pieces of the NEPA process, usually in the context of meetings, workshops or other face-to-face communications. Often serves as a neutral party in a multi-agency meeting or set of meetings. Conducts agency meetings on a variety of topics, helps agencies determine the "scope" pieces of NEPA, such as objectives, planning issues, purpose, need, alternatives; helps plan and conduct public involvement sessions, such as pre-scoping, scoping and hearings on draft documents.	Ph.D. in scientific or environmental discipline	5 years demonstrated experience in facilitation of NEPA or other controversial environmental issues or processes
Instructor	Designs and delivers a variety of courses to agency personnel on the NEPA process. Uses agency or regional NEPA documents in the course to illustrate ideas and develops exercises to help personnel understand concepts and work as interdisciplinary teams. Tailors courses to agency's specific needs. May work with large groups in overview courses, or small teams in more intense seminars.	M.S. in scientific or environmental discipline	5 years demonstrated experience in NEPA or other environmental compliance training
Sr. Analyst	Works completely independently to analyze impacts of even very complex agency actions and	M.S. in scientific discipline	4 years experience in impact analysis,

	alternatives on one or more resource topics. Has an excellent understanding of NEPA and of the agency's NEPA regulations. May have additional superior knowledge of other environmental compliance processes (such as that associated with the National Historic Preservation Act, Endangered Species Act, or the Clean Water Act). Supervises and trains junior or mid-level staff in following those procedures and analyzing impacts. Excellent analytical and writing skills.		with 2 in a managerial position or demonstrated managerial aptitude or skills
Mid-level Analyst	<p><i>Project manager:</i> Oversees work of members of interdisciplinary team to ensure high quality work, compliance with agency NEPA procedures, complete analysis and well-written sections. Responsible for keeping the project on time and on budget. Communicates any issues to client, attends agency meetings on a regular basis if needed. Has knowledge of technical issues and procedural matters. Is able to coordinate production of standard EISs or EAs.</p> <p><i>Analyst:</i> Capable of collecting information and writing affected environment sections on resources, and can conduct somewhat complex impact analysis. Consults on an occasional basis with senior analysts or project manager. Has excellent understanding of pieces of NEPA and agency regulations needed to conduct the analysis. May have additional knowledge of other environmental compliance processes (such as that associated with the National Historic Preservation Act, Endangered Species Act, or the Clean Water Act). Competent analytical and writing skills.</p>	B.S. in scientific discipline; M.S. preferred	2 years experience in environmental impact or other compliance. PM requires additional 1 year as coordinator or project manager.
Junior analyst	Capable of collecting information and writing affected environment sections on resources, and can conduct simple impact analysis. May require ongoing guidance initially from senior or mid-level staff. Has working knowledge of relevant pieces of NEPA and agency regulations and/or other compliance processes. Competent analytical and writing skills.	B.S. or B.A. in environmental or scientific field	1 year experience in impact analysis or other environmental compliance or demonstrated aptitude as judged by project manager.
Writer/editor	Performs copy-edit on written text to conform to agency guidelines, rewrites text as needed so document is clear, well-written and speaks with one voice. Prepares graphics, scans photos and other information into documents, understands Government Printing Office requirements for document submission. Has excellent understanding of agency	B.A. in English or similar, or demonstrated ability as judged by PM.	2 years experience in writing or editing

	style guidelines, printing costs and options. Excellent written and verbal communication skills, understanding of Word and other word processing software		
Administrative Assistant	Performs a variety of tasks including document preparation, editing, typing, payroll, tracking project deadlines and assignments, recruiting and screening new staff, making travel arrangements, recording the proceedings of meetings or public input sessions, transcribing flip charts, preparing proposals and bids, and creating and maintaining databases to track public comments on agency environmental documents.	Associates	Demonstrated aptitude. One year experience in similar capacity preferred.

2. Maximum order - \$1,000,000
3. Minimum order - \$100
4. Geographic coverage – US
5. Point of production – US (primarily Colorado)
6. Discounts from list prices or statement of net prices - variable
7. Quantity discounts – 3% for more than 2000 hours
8. Prompt payment terms – none
- 9a. Government purchase cards are accepted at or below micro-purchase threshold
- 9b. Government purchase cards are accepted above micro-purchase threshold
10. Foreign items- none
- 11a. Time of delivery – not applicable
- 11b. Expedited delivery – not applicable
- 11c. Overnight and 2-day delivery – not applicable
- 11d. Urgent requirements – not applicable
12. FOB point- not applicable
- 13a. Ordering address – 9348 Hills View Drive, Longmont, CO 80503-7288
- 13b. Ordering procedures: for supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3
14. Payment address – 9348 Hills View Drive, Longmont, CO 80503
15. Warranty provision – not applicable
16. Export packing charges – not applicable
17. Terms and conditions of Government purchase card acceptance- none beyond those in item 9
18. Rental, maintenance and repair – not applicable
19. Installation – not applicable
20. Repair parts – not applicable
21. Services and distribution points – TQNEPA is located in Colorado; distribution not applicable
22. List of dealers – not applicable

- 23. Preventive maintenance – not applicable
- 24. Special attributes – not applicable
- 24b. EIT standards – not applicable
- 25. DUNS number – 869162271
- 26. Registered in CCR (SAM)

Examples of Projects completed: Point Reyes General Management Plan EIS

Period of Performance: March 2007 to May 2013

Contract: Point Reyes General Management Plan/EIS Review, T853307171

Points of Contact: John Del'Osso, Chief of Interpretation, 415-464-5135; Don Neubacher, Former Superintendent, 209-372-0301



Description: TQNEPA was asked by the Seashore to review its proposed GMP/EIS revision, a document that had been developed and written by park staff. Upon review, major inconsistencies were noted between the descriptions of alternatives and the way impacts were assessed based on these descriptions. The impact analysis was also site-specific rather than programmatic and did not address zone changes the GMP proposed. The changes would have redistributed the proportion of lands zoned for

ranching (Point Reyes Seashore has several operating dairies and ranching operations included as part of the park unit when Congress created it) and natural, yet no impact analysis of cattle or dairy operations on any resource was included.

TQNEPA facilitated extended discussions with park management on the details of each alternative to help them clarify differences and how each would be implemented, and revamped the Alternatives write up. We also reorganized the site specific work so it was in keeping with a typical programmatic impact analysis. Through this reorganization and edit, about 200 unnecessary pages of a 650 page EIS were eliminated.

TQNEPA researched and supplemented the analysis to include impacts of cattle and ranching/dairy operations on all relevant resources, and carefully reviewed and added to the cumulative impact write-up. The new analysis added 200 pages of new information that, in combination with the revisions to Alternatives, will help the park avoid any legal challenge to the planning process or EIS.

During work on this project, the park added to and changed our scope a few times. Primarily they substituted existing tasks for ones they preferred we conduct for a no-cost change order.

We see ourselves as highly flexible and understand engaging in a multi-year project is likely to result in some unforeseen circumstances and needs along the way.

Ellis Island Development Concept Plan EIS Rewrite

Period of Performance: December 2003 to July 2006

Contract: Review and Rewrite of DCP EIS

Points of Contact: Tom Dyer, NPS Northeast Regional Office for Park Partnerships; 617-223-5171.

Description: TQNEPA was hired to re-write, revise and greatly supplement a draft EIS for the preservation and rehabilitation of 30 vacant historic buildings on Ellis Island, an NRHP listed property. Concern for the accelerating rate of deterioration of historic structures and cultural landscapes on Ellis Island resulted in funding for a program of temporary stabilization of many of the island's vacant buildings and corridors. The proposal was to stabilize at a minimum and hopefully find a tenant to rebuild and reuse many of the buildings at this iconic site, particularly on the hospital side where historic structures continue to deteriorate. The EIS had been written by the same firm (landscape architect) that had worked with the park to assess the condition of some of the buildings; unfortunately the firm had no NEPA expertise. The EIS was poorly organized and highly deficient in its analysis.

For example, a main part of both alternatives was the addition of a bridge to the mainland which was completely unanalyzed in the document. We added information about soils (contaminated with hazardous chemicals), water quality, wildlife at the shore where the bridge would end, impacts on visitor experience at both ends and on land-based traffic (a ferry terminal to the island was also present and expected to expand).



In addition to adding new analysis and removing outdated information that would make the EIS more vulnerable in court, we also rewrote much of the document so that it was understandable to the general public and followed logically from one sentence and one section to the next. At the request of the park, we secured an excellent editing and formatting firm to help in formatting responses to comments and the final EIS so it could become a showpiece for the Region.

Yellowstone Winter Use Science Team Facilitation

Period of Performance: February 2010 to 2012

Contract: Yellowstone Winter Use Plan/EIS Science Team Facilitation

Points of Contact: Glenn Plumb, Yellowstone Chief of Natural Resources 307-344-2225; John Ray, SAT member (NPS AQD) 303-969-2820

Description: Heidi was part of a contracting team (Louis Berger Group) hired by the NPS to help in this fifth round of planning for Winter Use at the park. Until this point, the park has always completed its own planning and EIS work with the use of select academic subcontractors and has always lost the legal challenges brought against it. The NPS also decided that a team of federal experts in various sciences (wildlife, social and visitor use, air quality) should be convened to help in assessing the extent to which the existing science available for analysis could be used to make impact predictions. Our role was to facilitate discussions by the Science Team. The discussions began with a multi-day conference at the



park at the request of the park to review issues and possible impacts, as well as approaches to analysis and the state of information available. Heidi integrated this information to the extent possible into a draft of the Science Team report. She also worked with the management team to try and extract a list of relevant questions for the Science Team to discuss and facilitated several

whole Science Team discussions as well as sub-team discussions by impact topic. Finally, Heidi wrote a first draft of the Science Team report under a very short time frame and without direction from the Science Team leader, who had been called to other projects.

In addition to her role as the facilitator of the Science Team, Heidi also facilitated the senior management group (including the Regional Director, Superintendent of Yellowstone and many

Program Managers in the Natural Resource Program Center) through the development of purpose, need, objectives, constraints and alternatives. She worked with park staff, other contractors and EQD to fully flesh out all aspects of the alternatives and question the logic and consistency so that each would be truly reasonable (including meet purpose and objectives) and able to be implemented. She also pushed the alternatives development team to make sure both “ends” of the spectrum of reasonable alternatives had been explored and the rationale for each of the “ends” explained. The park has many years of former planning where it had analyzed what it called reasonable alternatives or eliminated unreasonable ones, yet this logic needed re-examination and reconsideration. As a result, the park is now considering some new approaches to winter use, including adaptive management based on collection of scientific information regarding impacts (to wildlife, air quality, visitor use) during the winter season.

HEIDI WEST

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SPECIAL SKILLS AND EXPERTISE

Heidi West has owned and operated a small environmental consulting firm specializing in all aspects of the NPS NEPA process since 1993. Before this she worked in the California Governor's Office of Planning and Research, the agency in charge of advising local and state agencies on how best to implement CEQA (California Environmental Quality Act). She has worked with dozens of local governments, green private industry identified by the Governor as high priority candidates for locating in California, and for several years as head of long-range planning for Santa Barbara County Offshore Oil Division to lead teams through the CEQA process. She is a primary author of the NPS NEPA regulations and handbook, has trained hundreds of agency staff in NEPA analysis, writing, management and policy both with agency personnel and on her own.

Heidi has managed staff from her company Total Quality NEPA, other contractors, and agency personnel on dozens of projects, and coordinated some of the most complex and controversial proposals NPS and DOI have ever considered. She has also had many unique opportunities to work one-on-one with NPS staff or small planning groups. She has helped guide NEPA strategy decisions and discussions, reviewed agency technical products, facilitated agency and agency/contractor discussion and decision-making, conducted multi-agency facilitation and project leadership on agency EISs, designed and conducted public meeting and workshops, provided insight from NEPA case law and CEQ regulations and performed other non-traditional contractor tasks. She has even advised national parks in California on the integration for NPS NEPA and CEQA requirements. At the same time, as principal of TQNEPA she has managed the production of many environmental impact statements and assessments from start to finish.

SUMMARY OF EXPERIENCE

Total Quality NEPA, Principal; 10/1993 to present

- Assist agency teams in framing and scoping environmental planning efforts, EIS's and EA's, including defining project need, purpose, objectives, issues, environmental, economic and technical feasibility of alternatives and mitigation.
- Manage preparation of complete environmental impact statements and assessments, including creating, writing, analysis, editing of all chapters.

- Assist in impact analysis to natural resource topics (including air quality, soils, vegetation, coastal processes, wildlife, species of special concern) using extensive technical expertise from education and experience.
- Facilitate team consensus on all environmental planning aspects of NEPA and other technical environmental issues.
- Team leader on complex projects involving bureaus of the Department of the Interior and a multitude of cooperating agencies and organizations, multiple research and analysis teams, reviewing agency teams, decision-making bodies and technical staff.
- Project manager for EISs or EAs (even as subcontractor); prepare price proposals, technical proposals, schedules, staff allocation, budget allocation, invoices, monitor budgets and costs, review all technical products.
- Coordinate, write and edit for content, documents prepared in conjunction with impact analysis or regulatory requirements.
- Advise agency on technical, scientific or procedural aspects of federal, state and local environmental regulations governing environmental planning to ensure clarity, usefulness and legal sufficiency of resulting analysis and documentation.
- Conduct environmental planning and NEPA training workshops and seminars.
- Design, develop and conduct public input sessions, including for scoping, review of draft documents, agency to agency meetings and workshops with interested and affected individuals or groups.

Shipley Associates (now Shipley Group), NEPA Trainer.

- Designed, developed and conducted NEPA and other environmental regulatory training for federal agency personnel. Researched agency regulations, policies, case studies, examples and NEPA documents, and provided realistic examples and exercises for participants. Courses focused on the elements of a well-done NEPA analysis, but also included training on writing style or proper impact analysis write-up. Clients included US Dept. of Energy, US Forest Service, US Navy, US Marine Corps, Bureau of Reclamation, Bureau of Land Management, EPA and National Park Service.

County of Santa Barbara, Offshore Energy Division.

- Managed very large environmental and land use planning studies, as well as local, state and federal permitting for facilities location and alternative technology in offshore oil and gas "refineries" and transportation.

- Framed and managed completion of large scale economic study of multiple oil companies' financial resources to determine feasibility of environmentally preferred technology and mitigation measures.
- Program, project and staff manager for long range planning and program development. Controlled \$2 million plus annual budget.

California Governor's Office of Planning and Research.

- Liaison between potential developers, agencies and environmental or citizens groups for Governor's office. Facilitated conflict resolution and offered regulatory assistance for environmentally friendly alternative technologies. Coordinated federal, state and local regulatory requirements and impact analysis for many large industrial and land development proposals.
- Helped shape policy on numerous environmental topics, including geothermal and hydroelectric power resources, federal land use, water resources and law, hazardous waste treatment options for the governor of California and other decision makers.
- Functioned as the "CEQ" for California in updating the California Environmental Quality Act as the state legislature changed it and providing project-related training for all state and local agencies implementing CEQA.

EDUCATION

- Ph.D.** Environmental Science and Engineering, UCLA, 1982, Specializing in water resources engineering and environmental planning.
- M.S..** Ecology, California State University, Los Angeles, 1978.
- B.A.** Biology, UCLA, 1976.
- M.A.** Science Communication, UC Santa Cruz, 1986.

SELECT PROJECT EXPERIENCE

NEPA Regulations, National Park Service. Revised and updated 15 year old NEPA regulations for entire National Park Service. Worked independently and with a team of NPS NEPA professionals to make large-scale changes to streamline the NEPA process, yet ensure its quality and usability.

Alcatraz Embarkation NEPA/CEQA Guidance. Strategized with park staff to help outline and begin joint NEPA/CEQA process for planning and compliance to utilize pier

site for long-term or permanent Alcatraz embarkation location. Assisted park as NEPA/CEQA professional to guide contractor in feasibility work to ensure alternatives were thoroughly analyzed so that NPS could reject or accept them for further NEPA analysis based on solid criteria. Work with park and Port of SF to discuss state and city regulations regarding historic preservation and CEQA and formulate a set of state/local team members who would help in guiding the NPS contractor in completing all requirements necessary for a joint document. Worked with park and contractor to ensure document also met NEPA requirements unique to the NPS and to minimize any chance for successful lawsuit based on NEPA.

Golden Gate NRA Dog Management Plan and EIS. Team leader and prime contractor for group of TQNEPA staff and several large consulting firms to prepare purpose, need, objectives and alternatives for plan to consider off-leash dog walking at some GGNRA park sites. Worked at the request of contracted mediators to provide very large quantities of information under extremely short deadlines to inform citizens (Negotiated Rulemaking) committee considering management options for this project. Extremely political and controversial project.

Pt. Reyes National Seashore Fire Management Plan EIS, Exotic Deer Management EIS, Giacomini Wetlands Restoration EIS and General Management Plan EIS. Have performed a variety of roles on these projects, including NEPA advisor and reviewer of technical material; extensive rewrites of unclear or too-detailed material submitted by agency staff; extensive additions of technical information and analysis to bolster ability to survive legal challenges.

Pt. Reyes Dune Restoration EA. Managed TQNEPA staff and acted as project manager and facilitator to lead park staff through the creation of a full range of alternatives to restore European beachgrass-infested dunes to a natural condition. Analyzed all impacts, prepared all drafts of environmental assessment.

Long-term Bison Management Plan EIS, Yellowstone National Park. Co-managed team of federal and state staff to analyze and prepare multiple in-house review drafts of complex and controversial EIS in court-mandated time frame. Facilitated resolution of differences in opinion, interpretation of existing data, need for new data, need and purpose of project and other firmly held beliefs in lead and cooperating agencies.

Elwha River Ecosystem Management EIS, Olympic National Park. Coordinated a team of over 200 lead and cooperating agency personnel and supporting consultants to identify issues, alternatives, data collection needs, scheduling, etc. to produce several in-house drafts, public draft and final set of tiered programmatic and project level EISs. Also managed TQNEPA team to analyze and write extensive supplemental EIS to address changes in design and impacts of mitigation measures (including large water treatment, septic treatment facilities). Developed public involvement strategy with

park public affairs officer, conducted potentially hostile public workshops, wrote or oversaw writing of sections of the EIS's and supplemental EIS.

Elk and Vegetation Management Plan EIS, Rocky Mountain National Park. Facilitated and advised multi-agency team on purpose, need and highly complex alternatives for this plan. Incorporated two years worth of modeling results to ensure feasibility of alternatives and their ability to resolve stated needs and meet project objectives.

Bandelier Ecological Restoration Plan EIS. Managed a team of TQNEPA staff, subcontractors and NPS staff to create purpose, need, objectives, constraints, and reasonable alternatives that would restore piñon-juniper woodland to its pre-disturbance condition in a designated wilderness area. Analyzed impacts to wilderness and from noise (chain-saws were one of the alternatives analyzed), facilitated all planning discussions, minimum requirements analysis, designed and conducted public input sessions, etc.

Wind Cave Elk Management Plan EIS. Managed TQNEPA staff preparation of all aspects of this EIS; facilitated discussions and reviews with park staff on purpose, need and alternatives; created a range of alternatives and fully fleshed out all aspects of how each would operate; assisted in analysis of impacts to elk herd and other natural resource topics and reviewed all TQNEPA submittals.

Statue of Liberty/Ellis Island Development Concept Plan EIS and General Management Plan EIS. Revised and strengthened contractor prepared EIS examining possible restoration of many Ellis Island buildings.

NEPA workshops. Conducted more than 250, 1-5 day workshops with federal agency personnel from beginners to very advanced users. Provided overview courses for decision-makers, practical, hands-on courses for users, single-subject courses for small groups wishing to investigate the more complex subjects in NEPA. Worked with US Forest Service, National Park Service, Environmental Protection Agency, Department of Energy, Bureau of Reclamation, Bureau of Land Management, US Marine Corps, US Navy and more.

Offshore oil development. Coordinated large-scale environmental planning analysis of offshore crude oil production and transportation from California to Texas. Extremely contentious and politicized process. Led public involvement effort for CEQA, oversaw consulting team which conducted the analysis. Coordinated an economic feasibility analysis with 12 oil companies to determine to what degree mitigation or environmentally preferable alternatives were feasible. Also coordinated extensive analysis of locations for onshore, very large, oil dewatering facilities which would minimize environmental damage.

