



June 1, 2018

Spokane River Regional Toxics Task Force Selection Committee  
c/o Mr. Chris Page  
William D. Ruckelshaus Center  
901 Fifth Avenue, Suite 2900  
Seattle, WA 98164

Re: Request for Qualifications and Proposal for Support Services for the Spokane River Regional Toxics Task Force

Dear Selection Committee,

It is with great enthusiasm that Strategic Earth Consulting submits the following response to the Spokane River Regional Toxics Task Force's (Task Force) request for services to support the implementation of its Comprehensive Plan. With decades of combined experience, our interdisciplinary team excels in offering our clients a tailored approach to project management, meeting process design and facilitation, and integrated communications to address challenging natural resource issues through science-based and stakeholder-driven processes. We are at our best when we combine our technical background in natural resource management with our deep expertise in project administration and group facilitation. Our team is uniquely qualified to bring the program administration and management skills necessary to enable the Task Force in implementing its Comprehensive Plan and ultimately reducing polychlorinated biphenyls (PCBs) in the Spokane River.

Strategic Earth specializes in managing complex projects that involve and inspire people of diverse backgrounds and expertise to achieve shared goals and outcomes. We have experience managing multi-stakeholder groups and administering advisory bodies throughout the country who are charged with natural resource decision making to address challenging environmental issues. A key component to our success lies in our transparent and neutral approach to facilitation, coupled with our ability to translate complex scientific and policy information on variety of subject areas (e.g. water quality, wetland restoration, climate adaptation, ocean acidification, fisheries management, etc.) to reach broad target audiences.

Strategic Earth is inspired by the Task Force's initiative to address the pervasive challenges of PCBs in our freshwater systems and we are motivated to support the implementation of the short- and long-term priorities outlined in the recently released Comprehensive Plan. Enclosed is our proposal package, which includes our experience with similar projects, proposed project team and project approach, proposed budget and 2018-19 rate sheet, and resumes. Please do not hesitate to let us know if you require any additional information. We appreciate your consideration and look forward to connecting with you soon.

Most sincerely,

A handwritten signature in black ink that reads "Kelly Sayce".

Kelly Sayce, MAS  
Principal & Co-Founder  
Strategic Earth Consulting, LLC  
kelly@strategiearth.com  
+1-310-876-8087

Encl: Experience with Similar Projects Overview  
Proposed Project Team  
Proposed Project Approach  
Proposed Project Budget and 2018-19 Rate Sheet  
Team Resumes

## Experience with Similar Projects

Our team offers a range of services and has extensive experience managing a portfolio of projects that would enhance this project, including:

**Facilitation and Administration Support** – Strategic Earth’s approach to providing administrative support is rooted in establishing and maintaining open and transparent lines of communication. We navigate the dynamic complexities of bringing people together to collaboratively develop products and achieve shared goals and outcomes. As professional facilitators, we work with our clients to consider target audiences and design strategies that promote inclusive participation to maximize our client’s—and their partners’—investment in final products and ensure the lasting success of outcomes. Sample projects include:

- **California Dungeness Crab Task Force (DCTF), Administration and Facilitation of a Legislatively Mandated, Multi-disciplinary Body.** Strategic Earth is responsible for administering the DCTF, a multi-interest group that provides the State of California with recommendations related to Dungeness crab fishery management. Since 2012, Strategic Earth has worked in close coordination with California state agencies, the California legislature, and Oregon and Washington state agencies to design, oversee, and facilitate all DCTF-related dialogues and public meetings in-person and via teleconference. Our team brings together the fishing industry, nongovernmental organizations, state agencies, and scientists to discuss and address pressing issues facing the fishery, including the effects harmful algal blooms on human health and fishing activities. Strategic Earth develops work plans, manages the DCTF charter, designs and posts public meeting agendas in accordance with the Open Meetings Act, and researches and drafts all documentation related to the DCTF, including meeting summaries, technical and non-technical support materials, and legislatively mandated reports. Strategic Earth maintains public email lists and develops regular email updates to communicate the work of the DCTF in a transparent and timely manner.
- **Climate Science Alliance Strategic Visioning, Meeting Design and Facilitation.** In 2015, Strategic Earth planned and implemented a strategic visioning session with a consortium of federal, state, and local governments, universities, and research scientists. As lead facilitators, our team developed a process design, meeting materials, and communications to help meeting participants solidify their shared vision for the Alliance, identify organizational priorities, and identify clear next steps to finalize a charter and governance structure. Our team successfully supported a constructive dialogue that identified and addressed priority needs and interests to advance a shared vision for the organization, as well as supported relationship and partnership building within the Alliance.
- **California Dungeness Crab Fishing Gear Working Group, Administration and Facilitation of a Multi-stakeholder Working Group.** Strategic Earth works with state and federal agencies to manage an advisory body comprised of industry, environmental organizations, researchers, and resource managers to reduce whale entanglements in fishing gear. For the past three years, this 20-member group has worked collaboratively towards a shared goal of an ocean that supports both thriving whale populations and a thriving fishery. Strategic Earth coordinates and facilitates multi-day in-person meetings and regular conference calls to forward objectives and related tasks, and assists in navigating all legislative processes related to this issue. Our team oversees all operations of the group, including convening eight project teams to design research projects and advance data gathering, communications, and funding priorities. We work with teams to provide regular written updates on progress relative to identified goals, and also coordinate the involvement of external technical experts to advance project goals.

**Project Management and Coordination** – As project managers, we work with our clients to develop programmatic priorities and build a clear roadmap to track and achieve identified milestones and deliverables. Our team is recognized for our capacity to problem solve to maintain goals and timelines, and we understand the importance of being responsive and adaptive to unanticipated circumstances. We work diligently to consider each phase of a project’s evolution and offer our clients administrative, coordination, and on-the-ground support. Sample projects include:

- ***Understanding the Impacts of Harmful Algal Blooms (HABs), Process and Engagement Design and Implementation.*** As project coordinators, Strategic Earth assisted Ocean Science Trust in their efforts to inform and distribute scientific guidance on HABs on West Coast fisheries in 2016. Working in partnership with the Ocean Protection Council Science Advisory Team and state agencies, together with fishing industry leaders, our team designed a process to solicit stakeholder input on a series of frequently asked questions (FAQs) to help decision-makers, managers, and industry members to better understand, address, respond to, communicate, and predict HAB events in California. Our team designed a process to conduct a series of public discussions, supported the development of meeting agendas and presentation materials, supported public communications efforts, drafted summary reports following discussions with stakeholders and the public, and tracked and managed changing timelines to ensure key deliverables were realized.
- ***Marine Life Management Act Master Plan Amendment Process, Project Management and Stakeholder Engagement Design & Implementation.*** Since 2016, Strategic Earth has been the program manager of a multi-year, multi-stakeholder process to assist the California Department of Fish and Wildlife with amending the Marine Life Management Act Master Plan. Strategic Earth oversees and manages fifteen research projects, coordinates internal and external communications, develops and tracks timelines, generates internal monthly progress reports, and ensures key deliverables are successfully accomplished. Our team has designed and implemented a comprehensive communications and engagement strategy to ensure interested Tribes and tribal communities, stakeholders, and interested members of the public are informed about and engaged in the amendment process. As lead editors of the 2018 Master Plan, we are supporting the state to finalize a technically accurate policy guidance document that uses language that is accessible to a diverse array of audiences.
- ***Evaluating an Ecological Risk Assessment Tool, Process Design and Report Development.*** From 2016-17, Strategic Earth supported Ocean Science Trust and the California Department of Fish and Wildlife in developing a process to evaluate the function, design, and implementation of a risk assessment tool. Our team developed a process that involved a series of focused discussions with diverse stakeholders—fishermen, scientists, agencies, and non-profit organizations—who’s feedback and guidance refined and updated the tool to be more accurate, informative, and effective in supporting the state’s efforts to prioritize sustainable management decisions. Strategic Earth worked with our clients to develop materials and information that facilitated a broad understanding of a technical risk assessment tool by non-technical audiences to ensure feedback from stakeholders was useful to scientists and managers. Additionally, Strategic Earth developed a series of reports throughout the duration of the project to help track the evaluation process and summarize key considerations for long-term implementation of the tool.

#### **Additional Qualifications, Grant Writing and Reporting & Outreach and Communications**

- ***Proposal Writing and Grants Management, Fundraising Support.*** Our team has decades of experience coordinating, researching, and writing successful funding proposals to support natural resource mitigation projects and environmental education programs. We have helped our clients raise over \$700,000 in government, corporate, and private grants and have maintained accurate records and reporting using grant management software, such as Razer’s Edge. Most recently, Strategic Earth coordinated a proposal for state funding to support a large-scale data collection process using innovative technology to address large marine mammal bycatch.
- ***Outreach and Communications, Integrated Communications and Community Engagement.*** Strategic Earth is at its best when the projects we support include meaningful engagement with stakeholders who have a direct relationship with the resource that is under management review. Many of the projects we support, including those highlighted above, involve the design and implementation of stakeholder outreach (one-way dissemination of information) or engagement (multi-directional dialogue with stakeholders) strategies. By encouraging diverse viewpoints and easing barriers to communication, complex decision-making processes are better informed, more inclusive, and result in a stronger return on investment.

## Proposed Project Team

Strategic Earth offers the Task Force a seamless team-based approach. Our interdisciplinary team is comprised of talented women with an academic foundation in natural resource science and policy. We are pragmatic problem solvers, self-starters, and highly motivated to help diverse coalitions move forward to achieve their collective goals.

To utilize complementary expertise, Kelly Sayce, Principal, will serve as lead facilitator and Sara Shen, Associate, will serve as project coordinator. As resources allow, we also propose involving Rachelle Fisher, Senior Associate, as co-facilitator for all day-long Task Force meetings, and Brittani Bohlke, Water Quality Specialist, as project advisor. In an effort to maximize available resources, additional support staff at lower hourly rates can serve as project support to help with day-to-day tasks, as appropriate. All team members have the availability to perform the specified duties outlined in the Request for Qualifications and Proposal. Any changes to staffing will be communicated in advance and all tasks will be carried out within agreed to timelines and budget.

### **Kelly Sayce, MAS** — Principal, Strategic Earth

As lead facilitator for all Task Force meetings, Kelly will develop meeting process designs, including agendas and facilitation plans and support materials, and review meeting summaries and external communications products. Kelly will work with Sara to maintain regular communications with Task Force members to help design and prepare for meetings and evaluate successes and challenges of meetings in order to inform necessary updates to the facilitation approach. Kelly will oversee contractor agreements and work with Sara on contract coordination. As needed, Kelly will work with Rachelle to develop and implement community engagement and support grant writing efforts. Kelly brings the following qualifications to this role:

- Over fifteen years designing, convening, managing, and facilitating complex dialogues and multi-stakeholder decision making processes to inform natural resource management
- Deep understanding of group dynamics, consensus building, and win-win outcome-oriented process design
- Extensive experience bridging the needs of local communities and decision makers to support open lines of communication, relationship building, and transparent and inclusive dialogue
- Certified mediator with the City of Los Angeles and received certification from CONCUR in Negotiating Effective Environmental Agreements

### **Sara Shen, PhD** — Associate, Strategic Earth

Sara will serve as project coordinator to manage all aspects of the project. As the primary point of contact, Sara will oversee meeting coordination and logistics, record-keeping and document organization, materials development, development and review of technical and non-technical documents, website management, process design support, maintenance of contact lists, meeting note taking, and lead meeting summary development. Sara will also support workgroup coordination between Task Force meetings. Sara brings the following qualifications to this role:

- Over three years managing and coordinating complex and multi-faceted projects
- Six years of experience in water quality research related to ocean acidification
- Proficient in developing and tracking team coordination, timelines, and product development
- Skilled in summary and report writing for diverse audiences

### **Rachelle Fisher, MAS** — Senior Associate, Strategic Earth

Rachelle will serve as co-facilitator to support full-day meetings, as resources allow. Rachelle can be also available to support all aspects of this project, including meeting design and coordination, logistics, and note-taking. As needed, Rachelle will work with Kelly to develop and implement community engagement and support grant writing efforts. Rachelle brings the following qualifications to this role:

- Over nine years facilitating and mediating complex natural resource policy dialogues and negotiations

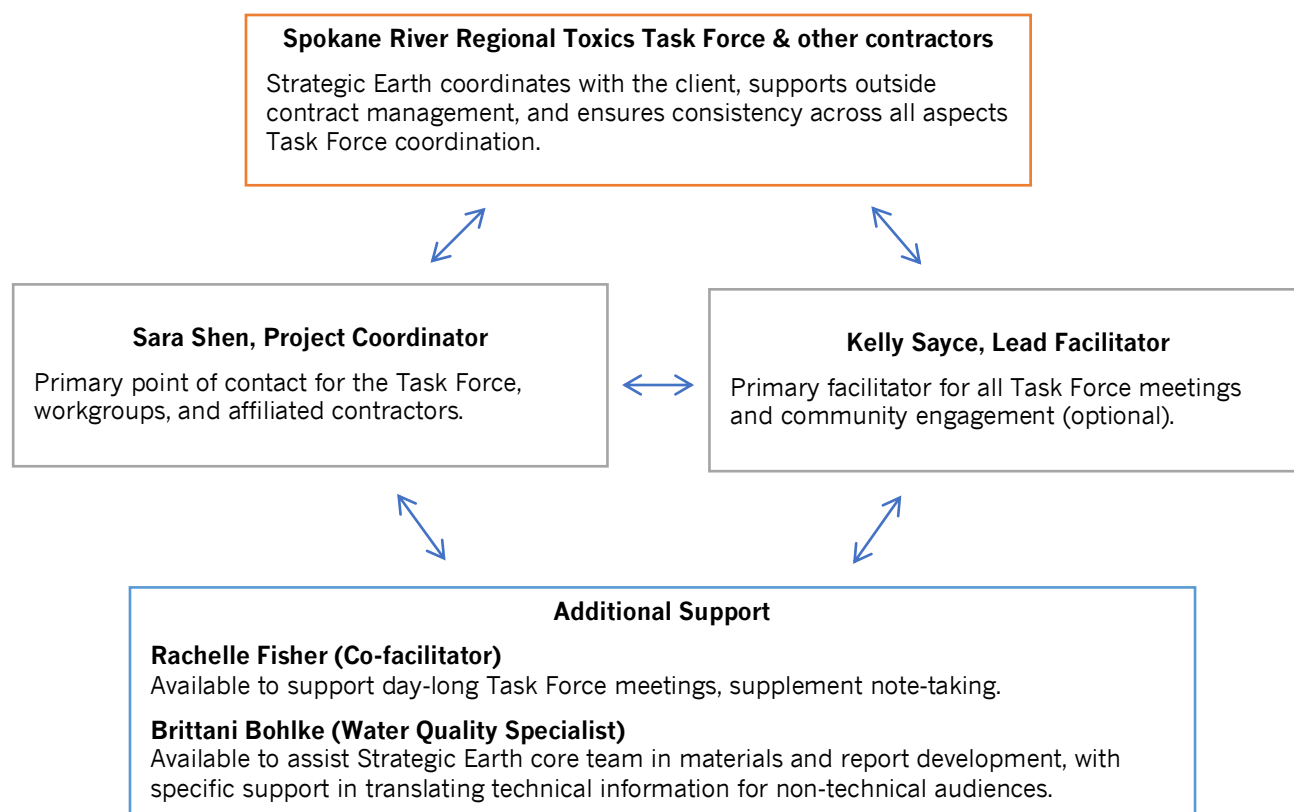
- Extensive experience planning and conducting outreach, communication, and engagement efforts with diverse audiences to support transparency, inclusive dialogue, and encourage broad support for project outcomes
- Skilled in designing, managing, and supporting multi-faceted projects

**Brittani Bohlke, MS** — Water Quality Specialist, Strategic Earth

Brittani will support the Strategic Earth team offering technical expertise in the field of water quality and resource management. Brittani brings the following qualifications to this role:

- Over eight years developing and implementing water management plans and programs to protect water quality at a local and regional level
- Grant writing, contracting, permit coordination, and budget management for water-related projects
- Convening groups to support shared goals, and coordinating tasks among stakeholders

## Proposed Project Team and Roles



*For additional information about the Strategic Earth team, please see our resumes included as part of this proposal package.*

## Proposed Project Approach

Strategic Earth will work as a collaborative team during all aspects of this project. Our proposed project approach reflects the identified tasks in the RFQP; additional “optional” tasks that focus on grant writing and communications support have also been included for the Task Force’s consideration. The approach can be further refined following discussions with the Task Force and is intended to be flexible to meet evolving needs and priorities.

### **Task 1. Internal Organization and Coordination**

Establishing an approach to internal organization and coordination is an essential first step to confirm project goals, scope, desired outcomes, roles, and protocols. This helps to ensure Task Force activities align with overarching process timelines and milestones. Our team recommends establishing an ‘internal planning team’ comprised of select Task Force members, agency staff, or others to help guide and inform the process design and meeting planning, and to confirm shared expectations and clear systems for coordination. We have found GoogleDrive to be an easy-to-use and widely accessible system for internal organization and review of documents. Developing and maintaining a living process design document and tracking spreadsheets are effective methods to capture the high-level approach to the project and the detailed tasks and target timelines required to support the process. Regularly-scheduled meetings (e.g., phone, webinar) and quarterly evaluations are integral to tracking progress, navigating challenges, and amending project approaches to ensure goals and key deliverables are being met.

### **Task 2. Workgroup Coordination**

Strategic Earth has extensive experience developing and supporting workgroups, or subcommittees, to accomplish key tasks between meetings of a larger group, such as the Task Force. Working with smaller teams has proven effective at advancing work products between larger group meetings, identifying high-priority issues and new ideas for the larger group’s consideration, and better utilizing available resources and time. Our team will work with established workgroups (or help create new groups based on identified need) of several members of the Task Force, ensure groups are representative in their composition, facilitate the involvement of outside experts, including technical consultants and the Task Force Community Technical Advisor, and help make information readily available to support the team’s progress. As project managers, Strategic Earth will coordinate all workgroup communications, product development, and website management and posting. We will also work with the Administration and Contracting Entity (ACE) to help administer all contracts with outside experts, oversee the development of scopes of work, and support tracking deliverables and timelines. We recommend regular reports on the status of the workgroups and external contracts be developed in coordination with ACE and made available to the Task Force, and others as appropriate.

### **Task 3. Task Force Management**

Our team will work within the existing Memorandum of Agreement (MOA), which acts as the Task Force’s charter, to guide and support all aspects of the Task Force’s operations. Anticipating up to six meetings per year, it will be important for Strategic Earth to track Task Force member participation, maintain an updated roster, and establish a process to find suitable replacements in the event an individual steps down from the Task Force. Our team will coordinate regular communications with Task Force members to ensure a common understanding of their charge and circulate requests for materials review, funding opportunities, etc. Based on our extensive experience managing Task Forces, we are skilled at monitoring and evaluating related processes and will make suggestions for improvements as needed. In addition to bi-monthly updates shared with the Task Force, Strategic Earth sees value in developing an annual evaluation report summarizing the Task Force’s progress, as it relates to their goals, to be publicly posted on the website.

### **Task 4. Facilitation of Task Force Meetings**

To ensure successful Task Force meetings, Strategic Earth will work with the internal planning team to develop a meeting process that operates within the MOA and its addendums, promotes open and constructive dialogue, and focuses on shared goals and outcomes. Strategic Earth will provide support on every aspect of designing and implementing each in-person meeting, including meeting room and travel logistics, room set-up and clean up, facilitation and note taking, and summary and product development. In

advance of each meeting, we will work with the internal planning team and Task Force members, as appropriate, to develop facilitation plans, public meeting agendas with clearly articulated goals, and support materials (e.g., presentations, handouts) that consider the progress of workgroups and related implementation projects and priorities. Strategic Earth will conduct outreach to Task Force members and other stakeholders to ensure they are informed and/or prepared for meetings, share meeting materials to assist in their preparation, and ensure support for meeting goals and approach. Meetings will be in-person unless a conference or webinar is identified as a more effective approach to support the agenda and timing of the discussion.

Our team will facilitate each meeting to maintain open and constructive lines of communication across Task Force members, as well as between the Task Force, decision makers, and stakeholders at all stages of implementing short- and long-term projects. Using tools such as meeting ground rules, consensus building exercises, parking lots, and effective timekeeping, Strategic Earth will work with the Task Force to advance high-priority topics, discussion items, and outstanding questions, as well as identify the need for additional outside expertise to be brought in to inform Task Force discussions. Our team will develop meeting summaries to highlight key discussion items and decisions in a way that is useful and accessible to target audiences and creates support for the Task Force and its directives.

#### **Task 5. External Communications**

Strategic Earth places great value in communicating with the stakeholders and communities that may be affected by natural resource management decisions. We recommend establishing regular external email communications that align with implementation milestones and can assist in setting up and maintaining an email distribution system (e.g., MailChimp) to help manage master contact lists and distribute emails. Our team is also proficient in website maintenance across a number of platforms, including WordPress, and will support the online sharing of Task Force meeting materials and additional resources.

#### **OPTIONAL: Task A. Grant Writing and Reporting**

As needed, Strategic Earth can support fundraising efforts, including identifying grant opportunities, drafting and reviewing proposals as well as supporting granting reporting requirements. Our team will work with workgroups, contractors, and the Task Force to consider how work products and reports can be used to inform grant reports. Additional discussion regarding the Task Force's fundraising goals will be needed to further inform this task.

#### **OPTIONAL: Task B. Outreach and Communications**

As needed, Strategic Earth can design and implement an outreach and communications process to identify goals, target audiences, strategies, and associated timelines for outreach efforts. There could be value in exploring what role the Task Force would like Tribes and native communities, stakeholders, and interested members of the public to play in implementation projects, as well as learn how these governments and audiences envision being involved. Additional discussion regarding the Task Force's goals related to outreach and/or engagement will be needed to further inform this task.

## Proposed Project Budget

Based on the tasks outlined above, Strategic Earth has developed a proposed annual budget for the Task Force's review and consideration. Estimated hours and budget are informed by Strategic Earth's current and previous work supporting similar entities and processes to the Task Force. Also enclosed is our team's rates for 2018-19. We look forward to discussing the proposed budget with the Task Force in greater detail.

Spokane River Regional Toxics Task Force Administration and Facilitation Services Proposed Budget - July 1, 2018-June 30, 2019	
<b>Task 1: Internal Organization and Coordination</b>	
Total hours	170
Total labor	\$20,250
<b>Task 2: Workgroup Coordination</b>	
Total hours	285
Total labor	\$30,000
<b>Task 3: Task Force Management</b>	
Total hours	180
Total labor	\$20,500
<b>Task 4: Facilitation of Task Force Meetings</b>	
Total hours	400
Total labor	\$48,500
Expenses:	\$6,200
<b>Task 5: External Communications</b>	
Total hours	30
Total labor	\$2,500
<b>OPTIONAL Task A: Grant Writing and Reporting</b>	
Total hours	70
Total labor	\$8,500
<b>OPTIONAL Task B: Outreach and Communications</b>	
Total hours	130
Total labor	\$14,500
<b>Total Labor Hours for Core Tasks</b>	<b>1,065</b>
<b>Total Labor Cost for all Core Tasks</b>	<b>\$121,750.00</b>
<b>Total Expenses</b>	<b>\$6,200</b>
<b>Total</b>	<b>\$127,950.00</b>
<b>Total Labor Hours for Optional Tasks</b>	<b>200</b>
<b>Total Labor Cost for all Optional Tasks</b>	<b>\$23,000</b>





# 2018-19 Billing Rate Sheet

Prepared for the SRRTTF  
June 2018

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The following provides the 2018-19 hourly rates of primary Strategic Earth personnel included in our proposal to the Task Force and responsible for providing project administration and facilitation services. Based on the needs of the Task Force, our team composition can be designed to maximize resources and utilize complementary expertise to achieve project goals.

## 2018-19 Hourly Rates

**Kelly Sayce, MAS**  
**Principal and Co-Founder**  
\$150/hour

**Rachelle Fisher, MAS**  
**Senior Associate**  
\$120/hour

**Sara Shen, PhD**  
**Associate**  
\$95/hour

**Brittani Bohlke, MS**  
**Associate**  
\$75/hour

**Support Staff**  
\$50-65/hour

*In an effort for costs to be reflective of the scope and scale of each project, monthly project rates are also available.*

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**Education****Masters of Advanced Studies, Marine Biodiversity and Conservation****2007***Scripps Institution of Oceanography, University of California, San Diego***B.S. with Honors, Double major, Biological and Environmental Sciences****1999***Trent University, Canada***Relevant Experience****Strategic Earth Consulting****2008-Present***The Nature Conservancy—Administer and Facilitate an Interdisciplinary Stakeholder Advisory Body*

Work with state and federal agencies to convene, manage, and facilitate an advisory body comprised of industry, environmental organizations, researchers, and resource managers to reduce whale entanglements in fishing gear. Coordinate daily operations, including supporting 8+ project teams to advance data gathering, communications, and funding priorities. Work with the advisory body to identify shared goals and arrive at consensus-based recommendations to inform state and federal decision making. Serve as a liaison between the body and researchers to advance technological innovations. Support and identify grant opportunities to forward the body's priority projects. Communicate and engage with diverse audiences to build a more comprehensive understanding of local, regional, national, and international priorities related to reducing whale entanglements in fixed-gear fisheries.

*Ocean Science Trust—Project Management and Process Design and Implementation*

Work with researchers and scientists to communicate neutral, transparent, technical to inform diverse audiences about coastal and marine policy. Oversee and manage diverse, multidisciplinary projects involving scientists, resource managers, stakeholders, and decision makers across an array of topics, including harmful algal blooms, ecosystem-based management, and ecological risk assessments. Develop work plans and provide process design, group facilitation, and product development support. Apply science communication expertise to ensure complex, technical content is accessible across diverse audiences. Tailor project design to reflect internal goals and community needs, and work with client to evaluate project progress and inform needed adjustments for subsequent project phases.

*California Marine Life Protection Act Initiative—Project Coordination and Community Engagement*

Developed, coordinated and managed outreach and education activities of large interdisciplinary team to engage disparate stakeholders in an inclusive public planning process. Built strong relationships with community leaders, including local elected officials, tribes and tribal communities, informal education institutions, the scientific community, nonprofit organizations, fishermen, and recreational ocean users. Facilitated small group discussions to support cross-interest dialogue and an open, transparent exchange of information. Developed materials to relay complex scientific processes using clear and consistent messaging. Provided public presentations and helped build internal capacity to communicate key project messaging. Created a strong network of grassroots communication partners to assist with disseminating information to a wide and diverse audience.

*Laguna Ocean Foundation—Board Development and Strategic Visioning*

Provide strategic planning and facilitation services to deepen relationships across Board members. Support the development of strategic plans, annual review of goals relative to mission, and design processes to help Board achieve agreed upon tasks and outcomes.

*Ballona Wetlands Restoration Project—Communications Team Lead*

Created targeted project messaging and outreach materials using innovative marketing and social media strategies, including project branding, website redesign, and building online support, for improved public understanding of restoration project. Liaised with key stakeholders, scientists, media, government officials and members of the general public to build support for project objectives. Translated complex scientific process to general public into clear, concise language accessible to a broad audiences.

*Grants Manager— Aquarium of the Pacific*

Researched, developed, solicited, and managed public and private funding for ocean literacy programs. Acquired \$650,000 in grants and individuals giving and maintained accurate records and reporting.

**Select Publications and Presentations**

Samhour, J.F., Ramanujan, E., Bizzarro, J., Carter, H., Sayce, K., Shen, S. (2018). Co-development of an ecological risk assessment for California fisheries. In review.

Sayce, K., Shen, S., Ramanujam, E., Carter, H., Samhour, J.F., Bizzarro, J.J. (2018) The Value of Vulnerability: Inviting Stakeholder/Local Expertise to Build an Ecological Risk Assessment Tool from the Ground Up. In preparation.

Sayce, K., C. Shuman, D. Connor, A. Reisewitz, E. Pope, M. Miller-Henson, E. Poncelet, B. Owens. (2013) Beyond traditional stakeholder engagement: Public participation roles in California's statewide marine protected area planning process. *Ocean and Coastal Management*. Vol. 74: 57-66

*Collaborative Approach to Addressing the Complex Issue of Whale Entanglements in Fishing Gear*. Multiple presentations, including the Marine Mammal Commission (May 2018) and the Southern California Marine Mammal Workshop (January 2018).

*Blue Tech: Exploring the Untapped Potential of the Ocean*. IGNITE22 Conference. San Pedro, CA 2017. Moderator.

*Approaches to public participation in MPA Planning: lessons from the MLPA Initiative*. Coastal Zone Conference. Chicago, IL. 2011. Co-presented with Darci Connor Maresca, Strategic Earth Consulting.

**Awards & Certifications**

2018: California Issues & Trends Program, Class of 2018

2012: Certified Mediator, Los Angeles City Attorney's Dispute Resolution Program

2010: Innovation in Technology Award, US Institute for Environmental Conflict & Resolution

2009: Negotiating Effective Environmental Agreements, CONCUR

**Education****Ph.D. in Biological Oceanography****2016****M.S. in Marine Biology****2013***Scripps Institution of Oceanography, University of California, San Diego***B.A. in Earth and Planetary Science, Marine Science Track****2010***University of California at Berkeley***Relevant Experience****Strategic Earth Consulting****2016-Present***California Department of Fish and Wildlife and Resources Legacy Fund—Coordinate a Public-Private Process to Advance Fisheries Management in California*

Serve as project coordinator of a multi-year process to advance regional fisheries management priorities supported by a partnership between a state agency and philanthropic foundation. Responsible for overseeing and managing fifteen research projects, coordinating internal and external communications, developing and tracking timelines, ensuring key deliverables are successfully completed, and support on-going project evaluation. Facilitate small group discussions involving resource managers, contractors, and topic experts. Designed and implemented a comprehensive engagement strategy to solicit feedback from target audiences.

*Ocean Science Trust- Evaluating an Ecological Risk Assessment Tool*

Designed and facilitated two stakeholder workshops to explore ecological risk assessments as a prioritization tool for state-level fisheries management. Provided communications, writing, and product development support to ensure complex technical information was accessible to a broad audience and help the project team engage with local fishing communities and share key information and findings.

*Ocean Science Trust- Synthesis of Technical Research to Inform Policy Recommendations*

Developed technical reports to synthesize oceanographic, ecological, and socioeconomic conditions as they related to ecosystem-based management. Translated information into non-technical products for public audiences. Distributed reports to target audiences through identified communications channels, including decision makers to inform state-level adaptive management process.

**Graduate Student Researcher, Scripps Institution of Oceanography****2010-2016***Doctoral Research*

Investigated effects of ocean acidification (lowering of seawater pH) on the early life history stages of marine fish through independent and collaborative research efforts. Ocean acidification is a threat to water quality and has severe consequences for marine ecosystems.

**Select Publications & Presentations**

Samhour, J.F., Ramanujan, E., Bizzarro, J., Carter, H., Sayce, K., Shen, S. (2018). Co-development of an ecological risk assessment for California fisheries. In review.

Sayce, K., Shen, S., Ramanujan, E., Carter, H., Samhour, J.F., Bizzarro, J.J. (2018) The Value of Vulnerability: Inviting Stakeholder/Local Expertise to Build an Ecological Risk Assessment Tool from the Ground Up. In preparation.

Shen, S.G., Thompson, A.R., Correa, J., Fietzek, P., Ayón, P., Checkley, D.M. (2017) Spatial patterns of Anchoveta (*Engraulis ringens*) eggs and larvae in relation to pCO<sub>2</sub> in the Peruvian upwelling system. *Proceedings of the Royal Society B*, 284(1855): 20170509.

**Awards & Certifications**

2017: Negotiating Effective Environmental Agreements, CONCUR

**Education****Masters of Advanced Studies, Marine Biodiversity and Conservation****2008***Scripps Institution of Oceanography, University of California, San Diego***B.S. Biological Sciences and a minor in Spanish****2004***University of California, Santa Barbara***Relevant Experience****Strategic Earth Consulting****2010-Present***Ocean Protection Council—Administer a Fisheries Management Advisory Body*

Administer, manage, and facilitate the Dungeness Crab Task Force (DCTF), including supporting member collaboration among members, meeting logistics and coordination, strategic communications, and legislative report development. Design project strategies, assist the DCTF in meeting goals and mandates, and liaise between the fishing industry, state and federal agencies, nongovernmental organizations, decision makers, and interested stakeholders. Compile recommendations from the fishing industry into reports that are accessible by the state Legislature and fisheries managers in California, Oregon, and Washington. The reports inform regulations and policy that are in alignment with the needs and priorities of stakeholders and managers.

*Aquarium of the Pacific (AOP)- Communications and Outreach Program Development*

Provided strategic planning and meeting facilitation services to support Seafood for the Future in their exploration of stakeholder priorities for a Sustainable Seafood Communications/Outreach Program. Convened an all-day workshop with an industry focus group to learn about industry needs, priorities, and challenges in effectively and accurately communicating science-based information to business partners and consumers. Developed facilitation plan, meeting support materials, emails and communications to meeting participants, and meeting summary outlining clear next steps.

*University of California Berkeley and University of California San Francisco—Manage Development of a Multidisciplinary Network*

Worked to bring together administrators, engineers, researchers, and scientists of national Graduate Medical Innovations Programs to create a professional network to promote an emerging, interdisciplinary graduate program. Supported a diverse group in collaboratively developing a strategic plan with common goals and designed a roadmap to accomplish agreed-upon objectives and tasks. Utilized strategic planning, project coordination, process design, and integrated communications expertise to establish national network of engaged academic professionals and identify a pathway to maintain collaborative partnerships in the long term.

**California Ocean Protection Council, Sea Grant Fellow****2008-2009****University of California, Santa Barbara, Laboratory Manager****2004-2007****Select Publications**

Parnell, E.P., Dayton, P.K., Fisher, R., Loarie, C., and Darrow, R. (2010). Spatial patterns of fishing effort off San Diego: Implications for zonal management and ecosystem function. *Ecological Applications*. Vol. 20, No. 8: 2203-2222

**Awards and Certifications**

2008-2009: Sea Grant Fellow, California Ocean Protection Council

2009: NOAA CSC Facilitation Training *Navigating Rough Seas: Public Issues and Conflict Management*

2004: Dean Bazzi Memorial Scholarship Award

**Education****Masters in Marine and Watershed Science****2013***California State University, Monterey Bay***B.S. Biology****2010***University of Wisconsin***Relevant Experience****Water Resources Specialist/Program Manager****2013-Present***San Mateo Resource Conservation District Half Moon Bay, CA*

Establish and maintain strong relationships with local, state, and federal partners to achieve cost-effective, mutually beneficial, and lasting solutions to water resource management issues. Design, manage, and implement multiple water-related projects from start to finish. Write proposals and grants; manage budgets, timelines, and personnel; and improve processes. Develop and implement water quality monitoring efforts; and analyze complex data to identify sources of water pollution. from urban areas, marinas, ranches, and farms. Recommend and implement mitigation measures to water quality impairments such as targeted education and outreach, and storm water best management practices. Communicate complex information and its implications to diverse stakeholders and audiences via technical reports, presentations, website content, social media, and newspaper articles. Provide technical assistance to landowners, land managers, political committees, and the public related to resource conservation, water quality, regulations, and funding sources

**Environmental Programs Intern****2012***Marina Coast Water District*

Developed a management system to track municipal operations and permit compliance. Assisted with water conservation efforts and Integrated Regional Water Management planning. Drafted a Sewer System Management Plan and other technical documents.

**Biologist****2011***Widener and Associates Environmental Planning*

Provided environmental compliance support for transportation projects including site assessments, biological monitoring, permit applications, and monitoring plans.

**Renewable Energy Intern****2010***U.S. Department of Energy, Pacific Northwest National Lab*

Conducted research to assess the risk of offshore wind development along the west coast of the U.S. in addition to the feasibility of using sugar kelp for biofuel. Research focused on geospatial analyses and performing organic chemistry laboratory procedures.