

C/CAG

CITY/COUNTY ASSOCIATION OF GOVERNMENTS OF SAN MATEO COUNTY

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MEETING AGENDA **San Mateo Countywide Water Coordination** **Committee (SMCWCC)**

Date: Friday, June 15, 2018
7:30 a.m. to 9:00 a.m.
Place: San Mateo City Hall
Conference Room C (across from Council Chamber)
330 West 20th Avenue
San Mateo, CA

PLEASE CALL Reid Bogert (599-1433) IF YOU ARE UNABLE TO ATTEND

- | | | | |
|----|--|-------------------------------------|-------------|
| 1. | Public comment on items not on the agenda. | Presentations are limited to 3 mins | |
| 2. | Approval of minutes from the April 18, 2018 meeting. | Action (Pine) | Pages 1 - 3 |
| 3. | Receive update on proposed scope of work and proposal from ESA Consulting Associates, Inc. for development of a strategic plan to create a new agency. | Action (Pine) | Page 4 - 25 |
| 4. | Review and approve proposed calendar for remaining Water Coordination Committee meetings in 2018. | Information (Pine) | Page 26 |
| 5. | Member comments and announcements. | Information | |
| 6. | Adjournment.
(Next meeting – TBD) | Action (Pine) | |

NOTE: All items appearing on the agenda are subject to action by the Committee. Actions recommended by staff are subject to change by the Committee.

NOTE: Persons with disabilities who require auxiliary aids or services in attending and participating in this meeting should contact Mima Guilles at 650 599-1406, five working days prior to the meeting date.

Countywide Water Coordination Committee

DRAFT

MINUTES

MEETING OF APRIL 18, 2018

Chair Pine called the meeting to order at 7:38 am at the San Mateo City Hall.

Attendance sheet is attached.

1. Public Comments on items not on the agenda.

None.

2. Approval of minutes from the February 21, 2018 meeting.

Motion: Member Addiego moved to approve the February 21, 2018 minutes as presented; Seconded by Member Vaterlaus; Motion carried unanimously.

3. Receive update on the “Floods, Drought, Rising Seas, Oh My!” Challenges and Opportunities for Water Management in San Mateo County summit.

Committee received an update on the “Floods, Drought, Rising Seas, Oh My!” Challenges and Opportunities in for Water Management in San Mateo County summit hosted at Canada College on March 30, 2018. Chair Pine shared program highlights, including a large attendance of approximately 300 people, nearly forty posters representing twenty-five local projects, press coverage from multiple media outlets, and abundant positive feedback from attendees. The event planning team created a resources page with PDFs of the project profiles, images from the event and the video presentation from Congresswoman Jackie Speier calling on local support for developing a unified water agency to support infrastructure funding in San Mateo County. The committee agreed the water summit could be a biannual event to maintain engagement on high profile and water-related projects and progress with a new agency if developed.

4. Discussion on next steps to countywide water collaboration – One Water.

Chair Pine led a discussion about next steps for creating a unified water agency or department within an existing agency to better coordinate flood control- and sea level rise- related projects and competitively pursue state and federal funding. The committee reviewed the core needs of such an agency, including funding and management of regional-scale sea level rise, flooding and stormwater projects and discussed how work under this new agency may integrate with current departments and agencies. The committee proposed a plan for contracting consultant support to facilitate making a recommendation to the C/CAG Board of Directors for options for a new agency by the end 2018. The committee agreed to the formation of a Staff Advisory Team (SAT) composed of 16 staff from cities and county public works departments, water agencies, the County Manager’s Office, staff to the Board of Supervisors, county legal counsel, and staff from each core program area (sea level rise, flooding and stormwater). The SAT would support the Water Coordination Committee in proposing options for a new agency with support from a County on-call contractor, beginning with a scope of

work to develop a strategic plan for the creation of a new agency. It was agreed that the SAT would likely need to meet monthly through the remainder of the year to work closely with the consultant on the proposed plan. Chair pine also proposed recommending the C/CAG Board approve inclusion of C/CAG Chair Maryann Moise Derwin and exiting-C/CAG Chair Alicia Aguirre on the Water Committee. This recommendation was based on the recognized need for additional elected official engagement in developing a recommendation for a new agency, and the value of institutional knowledge brought by the C/CAG Board leadership.

Committee members agreed to schedule the first SAT meeting on May 3, 2018 and to bring back a proposed scope of work for developing a strategic plan for the Water Coordination Committee to review and provide input on at the next committee meeting.

5. Member comments and announcements (information item).

None.

7. Adjournment.

Meeting was adjourned at 9:03 am. Next meeting is scheduled for May 16, 2018.

Countywide Water Coordination Committee Attendance								
Committee Member	Agency	1/17/2018	2/21/2018	4/18/2018	5/16/2018	7/18/2018	9/19/2018	10/21/2018
Dave Pine (Chair)	County of San Mateo	X	X	X				
Lisa Gauthier (Vice Chair)	East Palo Alto	X	X					
Sue Vaterlaus	Pacifica	X	X	X				
Diane Papan	San Mateo		X					
Mark Addiego	South San Francisco	X		X				
Others in attendance (April 18, 2018):								
Sandy Wong	C/CAG							
Matt Fabry	C/CAG							
Reid Bogert	C/CAG							
Jim Porter	San Mateo County (Public Works Director)							
Danielle Lee	San Mateo County (Office of Sustainability)							
Brian Perkins	Staff to Congresswoman Jackie Speier							
Nicole Sandkulla	BAWSCA (CEO)							
Deborah Hirst	County Board of Supervisors (District 3)							

C/CAG AGENDA REPORT

Date: June 15, 2018

To: San Mateo Countywide Water Coordination Committee

From: Sandy Wong, Executive Director of C/CAG

Subject: Receive update on the proposed scope of work and proposal from ESA Consulting Associates, Inc. for developing a recommendation for creating a new integrated water agency and provide input on the scope of work and plans to engage the Water Coordination Committee in the process.

Recommendation:

That the San Mateo Countywide Water Coordination Committee receive an update on the proposed scope of work and proposal from ESA Consulting Associates, Inc. for developing a recommendation for creating a new integrated water agency and provide input on the scope of work and plans to engage the Water Coordination Committee in the process.

Fiscal Impact:

None at this time for C/CAG. ESA Consulting Associates is being funded by the County of San Mateo.

Background:

At the April 18, 2018 San Mateo Countywide Water Coordination Committee meeting, committee members recommended forming a Staff Advisory Team (SAT) to support a strategic plan to create a new agency in San Mateo County to better compete for Federal, State, and other funding sources and to better manage integrated water-related infrastructure projects at a countywide level (see roster in Attachment 1).

At the initial SAT meeting on May 3, 2018, team members reviewed a draft scope of work to include in a Request for Proposals (RFP) to the County's existing on-call Flood Resilience Program technical consultants. After finalizing the recommended scope of work, County staff issued the RFP to qualified on-call consultants and selected ESA Consulting Services to provide support to the SAT and Water Coordination Committee on developing a recommendation for a new water agency. At the June 7, 2018 SAT meeting, the project team from ESA gave an overview of their proposal (Attachment 2) and responded to questions from the SAT. The SAT provided guidance to County staff and ESA on requested scope revisions and County staff is finalizing ESA's scope for contract execution. The SAT plans to start working with ESA at its July 12 meeting to begin the process. Prior to executing a contract with ESA, it is recommended this committee provide input on the proposed scope of work submitted by ESA.

The SAT is expected to meet at least monthly for the next six months to develop a recommendation in conjunction with the Water Coordination Committee by the end of the year. Staff anticipates monthly Water Coordination Committee meetings to help guide the process, but would like to receive feedback

from Committee members on the best approach.

Attachments:

1. 2018 SAT Roster
2. ESA Consulting Associates, Inc. Proposal

County of San Mateo

Development of a Strategic Plan for a New Water Agency



Work That Matters

06.11.18 | proposal



550 Kearny Street
Suite 800
San Francisco, CA 94108
415.896.5900 phone
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www.esassoc.com

June 4, 2018

Mr. Jim Porter
County of San Mateo
VIA EMAIL: jporter@smcgov.org

Subject: Proposal to Develop a Strategic Plan for Creation of a New Agency

Dear Mr. Porter:

Environmental Science Associates (ESA) is pleased to submit our Scope of Work for Consultant Services to develop, in conjunction with a 16-member Staff Advisory Team (SAT) a Strategic Plan for creation of a New Agency. ESA is excited about the opportunity to assist San Mateo stakeholders to develop a new agency as an outcome of a consensus driven Strategic Plan focused on shared mission, vision and goals among 20 agencies. The Strategic Plan will coalesce the 20 San Mateo County and Cities entities and drive a shared vision and unified voice to seek funding and implementation opportunities that build collective resiliency for flood, sea level rise, and stormwater challenges. The implementation of the Strategic Plan will be operationalized and implemented to meet the specific needs developed by the stakeholders and outlined in the Strategic Plan. The Strategic Plan will be developed through facilitated meetings with the stakeholders to develop a process to achieve five objectives developed by the SAT including:

1. A County-wide New Agency Mission Statement and Charter
2. The Agency's primary functions, guiding principles, and authority
3. An approach for integrating New Agency projects with current City and County projects and initiatives
4. An Agency name and organizational structure, a preliminary operating budget, potential funding sources, and Agency funding /financing mechanisms for ongoing capital funding
5. The Agency functional areas such as planning, engineering, operations/maintenance, their phasing and administration, as well as staffing needs with relevant skills and expertise

The ESA team brings specific qualifications to this process that will marry a strong technical understanding of flood, SLR and stormwater with our experience of working with agencies, JPAs, boards, city councils, and special agencies to achieve common goals. ESA's ability to integrate policy, community planning, regulatory compliance, flood management, and climate adaptation using creative and multi-benefit approaches for adapting to SLR will be important to understanding stakeholder objectives. ESA also provides stakeholder outreach, consensus building, and multi-jurisdiction meeting facilitation on complex, high-profile projects in the San Francisco Bay Area.

ESA understands that the new organization needs to be customized to implement the Strategic Plan which will be developed in a consensus driven stakeholder process to meet the five objectives above. One recent example of working with a new organization includes ESA's six-year involvement developing two Strategic Plans for the legislative mandated formation of the Sacramento San Joaquin Delta Conservancy. Our first Strategic Plan involved the Executive Director, 13 Board of Directors and public stakeholders to develop the organizational goals based on newly developed goals. We were invited to develop their second iteration five years later (2017) to include their role in dispersing over \$50M in Prop 1 funding as well as expanding their overall goals to meet the needs of their evolving role and responsibility to serve the Delta.

We look forward to working with the SAT and 20 civic entities to develop and deliver their shared vision, mission and goals.

Sincerely,

Gary Oates
Senior Vice President/ Project Director
GOates@esassoc.com
415-896-5900

Jim O'Toole
Senior Vice President / Project Manager
JOtoole@esassoc.com
707-795-0904

County of San Mateo

Strategic Plan for Creation of a New Agency

Environmental Science Associates (ESA) is an environmental planning firm company founded in San Francisco in 1969, currently with over 135 staff in its three Bay Area offices and nearly 500 staff firm wide. ESA offers San Mateo County (County) a unique combination of expertise in group facilitation, stakeholder outreach, community planning, website development, project management and a broad range of technical depth in flood management, sea level rise and stormwater policy, regulations and analysis.

San Mateo County spans the unique geographies of the San Francisco Peninsula, from the densely developed Hwy 101 corridor to the rugged Santa Cruz Mountains, and from the open coast to the San Francisco Bay shoreline. The range of flood, stormwater and climate change management challenges facing the county and its cities mirror this geographic diversity. While some issues, such as climate-related changes in precipitation, can be evaluated on a county-wide scale, others are more location specific. Sea level rise and the associated changes in flood risk and coastal erosion potential are key considerations on the open coast. Communities and critical infrastructure along the San Francisco Bay shoreline are also vulnerable to sea level rise, while at the same time these densely populated areas are challenged by aging stormwater infrastructure and increasing water quality regulation.

The County seeks a firm that can efficiently provide stakeholder outreach and facilitation, governance structure review, and strategic plan development and presentation to assist in the consideration of a new agency to meet hydrologic needs within the County. With our public facilitation, planning and technical expertise in all phases of hydrology, ESA is the firm that can deliver:

1. A County-wide New Agency Mission Statement and Charter
2. Identification of the Agency's primary functions, guiding principles, and authority
3. An approach for integrating New Agency projects with current City and County projects and initiatives
4. An Agency name and organizational structure, a preliminary operating budget, potential funding sources, and Agency funding /financing mechanisms for ongoing capital funding
5. The Agency functional areas such as planning, engineering, operations/maintenance, their phasing and administration, as well as staffing needs with relevant skills and expertise
6. Overall Strategic Plan that outlines the mission, vision goals and operationalized budgets for both administrative and capital costs.

Our enclosed proposal demonstrates the ESA team's experience and expertise relative to the scope of services requested by the County, and why we are best qualified to help the County to achieve its goals.

ESA Approach and Expertise

ESA has been a leader in the Bay Area and throughout California in the areas of climate change assessment related to the issues of sea level rise, shoreline erosion and vulnerability assessments, flood hazard and assessment and management, and adaptation strategies. ESA pioneered several of the earliest San Francisco Bay sea level rise studies beginning in the 1980s. Over the past five years, the firm led numerous sea level rise impact studies around the Bay, including the SAFER Bay Flood Management Project, the City of Mountain View Shoreline Sea Level Rise Study, various Living Shorelines projects, Ocean Beach Master Plan and numerous others.

ESA integrates policy, community planning, regulatory compliance, flood management, and climate adaptation using creative and multi-benefit approaches for adapting to SLR. ESA provides stakeholder outreach, consensus building, and multi-jurisdiction meeting facilitation on complex, high-profile projects in the San Francisco Bay Area.

Facilitation

ESA has nearly 50 years' experience leading clients and large stakeholder groups through processes to define problems and collaboratively develop solutions and strategies to meet competing priorities. The ESA Team brings a bench of qualified facilitators and technical thought leaders in the arenas of flood management, sea level rise, and resiliency planning who know the Bay Area from the standpoint of emerging policy issues for climate change adaptation strategies and funding opportunities, technical considerations for flood management and sea level rise vulnerability.

As part of the ESA team, Ellen Cross is uniquely qualified to lead facilitation and outreach for our team, as she served as the primary facilitator for Coastal Hazard Adaptation Resiliency Group (CHARG) from March 2014 to present. Ellen led the development and facilitation of CHARG from its beginning, including the development of the steering committee, working groups and stakeholder engagement workshops, and facilitation of the *Strategic Brief* (http://www.acfloodcontrol.org/SFBayCHARG/pdf/CHARG_StrategicBrief_Q1-2015.pdf). Further, she facilitated Steering Committee and Stakeholder workshops, as well as technical, policy and funding working groups. Ellen offers a unique understanding of the objectives and direction of

CHARG as well as the individual steering committee and stakeholder members.

Ellen recently facilitated and developed strategic communications on several flood management-focused groups, including:

- CHARG
- DWR Division of Flood Management's Interagency Flood Management Collaborative + embarking on a Strategic Plan (See page 2-10 for more detail.)
- Mid and Upper Sacramento River Regional Flood Management Plan
- Delta Stewardship Council Science Program Strategic Plan
- The Delta Conservancy Strategic Plan

In addition to providing facilitation on science-based projects, both ESA's Project Management and Technical Team members have been directly involved with strategic planning for both public and private entities. This planning involves not only developing an envisioned future for the organization, but developing tactics for achieving their vision, including financing/funding, institutional optimization, technical service areas, and raising organizational profile through branding (websites and promotional material). We have worked within public works agencies to understand their internal and external strategies to create positive impact to further their mission.

In addition to the ESA Team, our response to the RFP requires, and is contingent upon, the County contracting with legal support to the effective and efficient review and development of available governance and funding structures. ESA has identified **Andrea Clark, Downey Brand**, as having the experience necessary to advise ESA regarding governance and funding options.

Stakeholder Engagement

The project involves extensive outreach to County stakeholders at the local, regional, state, and federal level. These general governance challenges can be integrated into thinking about how the County might create a governance structure, and link to the broader set of policy activities occurring in the region. As such, we have created a team that can provide a wide-perspective on public and private structures that can be customized depending on the stated goals. We understand that the organizational structure needs to align for the vision and goals and be operationalized to deliver results.

For organizations to transform conventional or largely emerging new science, they need to optimize for high performance. Our team understands organizational development and the need to clarify an entity's vision by

operationalizing its mission and goals through roles, responsibilities and aligned budgets. We offer a process to design governance structures that can accomplish four things:

- Address the interconnected issues and highly complex scientific and regulatory challenges
- Engage a variety of stakeholders with differing interests and perspectives on the issues
- Develop clear rules of engagement to provide for orderly discourse and process expectations
- Leverage decision-maker authority to implement collaborative solutions.

Knowledge of Relevant Policies and Grants

As part of ESA's core environmental planning practice, our staff is well-versed in a wide array of relevant policies and regulations that impact sea level rise planning, including:

- Coastal zone management, and other land use planning
- Floodplain management and FEMA compliance
- Environmental protection regulations and permitting (e.g. BCDC, RWQCB, USACE, etc)
- Greenhouse gas reduction
- Local Coastal Programs (LCPs) for various counties throughout the State

Grants and Other Funding

ESA has worked closely with several of its clients to write successful grant proposals for a variety of coastal and flood management projects. Examples include:

- Prop 84 Integrated Regional Water Management grants (Sonoma County Water Agency, Oro Loma Sanitation ACFCD, etc.)
- Coastal Conservancy Local Coastal Plan Update grants (counties of Monterey, Santa Barbara, Los Angeles and Marin)
- Coastal Commission Climate Ready grants (East Bay Discharges Association, The Nature Conservancy)
- FEMA Hazard Mitigation Grant Program (Calistoga Wastewater Treatment Plan)
- Proposition 1 Watershed and Ecosystem Restoration grants (American Rivers and Salmon Protection and Watershed Network)

For over 15 years, Ellen Cross has worked with agencies to understand state and federal funding mechanisms to maximize their funding abilities on water and flood projects. For seven years, Ellen has participated in Cap to Cap (State Capital to our Nation's Capital) to inform policy and funding requests for both flood protection and water supply with FEMA, USACE, the Council on Environmental Quality,

Congress, the Office of Budget Management and others. She has also have leveraged Propositions 50, 84, 1E, and 1 on flood protection and multi-benefit projects on behalf of public and state agencies.

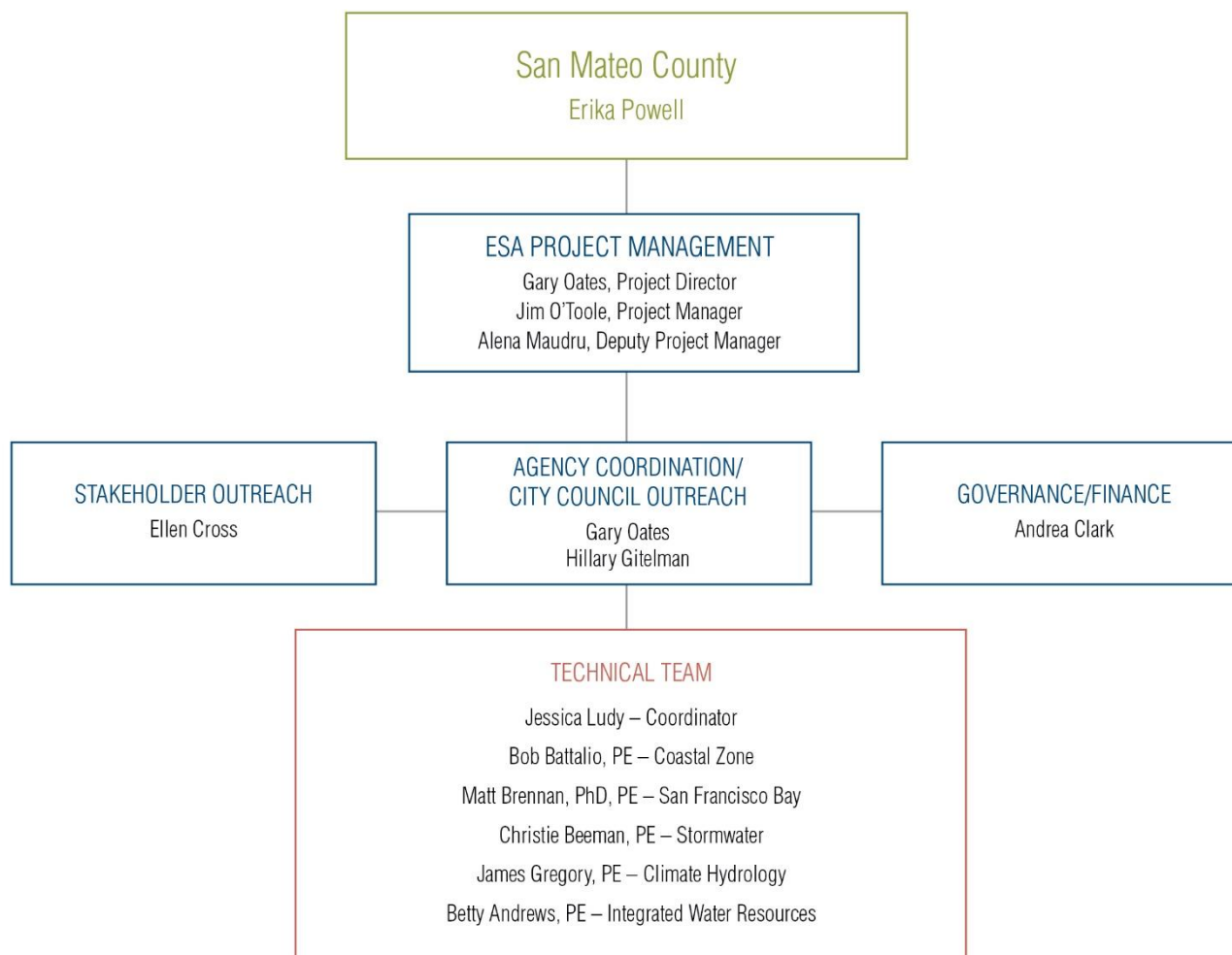
Organizational and Governance Structures

The ESA Team has direct experience in shaping organizational and governance structures. For the DWR Statewide Flood Investment Strategy, ESA conducted stakeholder engagement and led agency interviews including many Bay Area agencies such as ACFCO, Zone 7, the Cities of Dublin, Livermore, and Pleasanton, and CCCFCD, and Contra Costa Sanitary. ESA met with and interviewed stakeholders on behalf of the DWR process to understand the flood issues related to project priorities, jurisdictional boundary implications, governance among public agencies and NGOs, coordination of overlapping responsibilities, barriers to participation, flood risk issues, permitting challenges, funding challenges and success stories. A summary of successful facilitation, agency and program development, and implementation projects are identified in Table 1.

Team Organization

The ESA Team is structured to provide the County with appropriate staff for the range of services identified. We propose Jim O’Toole as the ESA Team Project Manager, serving as the County’s main point of contact. Jim oversaw ESA’s participation on the DWR Statewide Flood Investment Strategy, and oversaw Zone 7’s Stream Management Program (SMMP) Update, including stakeholder outreach and technical team management. Gary Oates will serve as Project Director and, along with Hillary Gitelman, will play a lead role in agency coordination. In Gary has focused on collaborative environmental review for a wide range of water infrastructure and waterfront development projects and Hillary has led planning departments for several key public agencies around the Bay Area, including at the City of Palo Alto, Napa County, Presidio Trust, and City of San Francisco. Jim will be closely assisted by Jessica Ludy, Technical Team Coordinator. Jessica worked with the County in the development of the San Mateo County Shoreline Vulnerability Assessment, and will also leverage input from her experience as ESA’s Project Manager for the CHARG project.

Figure 1: Team Organization Chart



ESA has the in-house technical team and thought leadership in the arenas of sea level rise, coastal zone management, Bay shoreline planning, stormwater management, resiliency planning, fluvial hydrology, and floodplain management to support the County's consideration of needs, potential projects to address long-term planning, implementation and capital improvement programs, cost estimating and funding opportunities. Our project team includes ESA's thought leaders who are familiar with the issues the County faces: Bob Battalio, Coastal Zone, Matt Brennan, sea level rise and bayside planning; Christie Beeman, fluvial hydrology and flood plain management; James Gregory, climate meteorology, and Betty Andrews integrated water resource planning. We have included one-page resumes in the Appendix.

Tasks and Schedule

Task 1: Facilitate the Collaboration between Staff Advisory Team (SAT)

The Staff Advisory Team (SAT) consists of 16 public agency/special district staff members and representatives from various cities, the County, and stakeholder agencies.

ESA will facilitate SAT meetings, including developing agendas and materials, meeting minutes, as well as tracking action items and follow-up as necessary.

- Task 1.1. Consultant will meet with SAT Co-Chairs and Management Team to develop an approach for the District's Strategic Plan process.
- Task 1.2. Consultant will Design a SAT Strategic Plan Workshop based on considerations developed with SAT Co-Chairs and Management Team.
- OPTIONAL TASK 1.3. ESA will prepare a draft and final electronic survey to engage stakeholders and leadership in a preliminary assessment of their vision, core values and key internal and external priorities and how they support the vision, and resources necessary to achieve the vision.
- OPTIONAL Task 1.4. Survey Assessment: Review, synthesis and presentation of survey results to SAT.
- Task 1.5. ESA Team will interview key stakeholders from each of the 22 entities.
- Task 1.6. Consultant will develop Workshop Agenda and facilitate workshop.
- Task 1.7. Consultant will develop communications script to provide consistency in discussions with stakeholders.

Task 2: Facilitate Stakeholder Information Gathering

In addition to organizational structure, our team creates stakeholder engagement that is meaningful and multi-purpose. The ESA Team has conducted stakeholder engagement on the majority of the complex environmental projects that are based on scientific based processes. Our team has worked with an array of stakeholders from landowners, to local, state and federal agencies, resource agencies, NGOs as well as the public.

ESA offers the County a depth and range of experienced facilitators that we can select from based on the level of effort and required expertise per task order assignment. For example, the SAT may consist of a large stakeholder workshop may require multiple facilitators at varying levels of experience; while a SAT working group may only require only a staff facilitator to support the assigned working group co-leaders.

ESA will work with the SAT Co-Chairs and Management Team to prepare a Stakeholder Engagement Plan and schedule to gain input and engagement with representatives from the 20 cities and the County. The goal of this task will be to solicit and synthesize feedback on:

- The proposed mission, scope, guiding principles, and funding of a New Agency
- How a New Agency could support or benefit their agency or jurisdiction
- Their knowledge of flood risk from climate change and sea level rise within their jurisdiction
- Their vision for funding and building storm and flood/climate resilience in their jurisdiction.

Key to this engagement will be development of an electronic survey to engage stakeholders in a preliminary assessment of their vision, core values, resource levels, and key approaches to agency development. ESA distill results of this survey for review with the SAT, and will use the survey report as an engagement tool with the 20 cities and County. With an understanding of opportunities, ESA will then focus on direct agency engagement. Our scope of work includes the following:

- Task 2.1. Presentation of Survey Results to SAT
- Task 2.2. Attendance at up to 5 established CCAG multi-jurisdictional meetings.
- Task 2.3. Up to 10 meetings with City Staff and other stakeholders as identified by the SAT.
- Task 2.4. Facilitate information sharing between Cities by establishing a webpage.

- Task 2.5. Review and build upon the City’s current efforts to develop an inventory of current flood resilience, sea level rise, and regional stormwater projects.
- Task 2.6. Soliciting feedback from the SAT at up to 5 meetings

Task 3: Develop a Draft Agency Proposal

Building on Tasks 1 and 2, ESA will draft a Proposal for at least three feasible options for a New Agency, including the five elements listed in the “Desired Outcome” section above. The Proposal would serve as the platform for the key functions of the New Agency. This task includes:

- Task 3.1. Admin Draft Governance TM. ESA working closely with Andrea Clark, will prepare a pros/cons matrix reviewing up to five feasible options for a governance structure. These may include a Joint Powers Authority (JPA), special legislative action by the State legislature, an Advisory Committee reporting to a Board of Directors, a Memorandum of Understanding between the cities and the County for agency operations, management role by County of San Mateo through the Department of Public Works, a Special District, etc.
- Task 3.2 Draft Governance TM and SAT Presentation. ESA will respond to one round of comments from the Project Management Team and will prepare a draft Governance TM to support engagement with the SAT. ESA will prepare a PowerPoint presentation and will present the draft Governance Proposal to the SAT in one meeting. Engagement will include assessment of support and agency participation in proposed Governance structure.
- Task 3.3. Final Governance TM and Recommended Approach. ESA will incorporate one round of comments from the SAT and the San Mateo Countywide Water Coordination Committee. The Project Management team will be responsible for rectifying any conflicting comments and providing direction. Comments will be compiled and included as an appendix. Based on the results of Task 3.2, ESA will also help assess the consequences of not having all the cities support, participate in or join the new Agency, partial participation, or a subscription option for cities to opt in on certain efforts but not others. Our scope of work includes 3 participation scenarios for the identified preferred governance structure: 100% participation, and two other scenarios. Our scope of work is specifically limited to the hours identified for this task. ESA will

prepare a final TM with recommended Governance Structure.

- Task 3.4 Final Governance TM Presentation. ESA will prepare a PowerPoint presentation and facilitate a SAT workshop to present the final Agency Proposal.

Task 4: Prepare a Strategic Plan to introduce the New Agency Proposal to Stakeholders

- Task 4.1. Admin Draft Strategic Plan. Based on the results of Tasks 1 through 3, ESA will prepare an Admin Draft Strategic Plan for review by the Project Management Team. The Strategic Plan will introduce the New Agency Proposal to Stakeholders, including the Cities, County and Public. The Strategic Plan should include appropriate messaging and language, incorporating the Stakeholder engagement and SAT feedback. Consultant will develop sections of the Strategic Plan based on discussions with the SAT. The document would contain:
 - Cover
 - Table of Contents
 - Mission, Vision & Core Values
 - Goals & Priority Actions
 - Roles & Responsibilities in Context of Programs & Priorities
 - Funding Strategies
 - Implementation Schedule
- Task 4.2. Communications Plan. ESA will prepare a Communications Plan for roll out of the Draft Strategic plan in coordination with the Management Team. The Communications Plan will include “slow rollout” and “fast rollout” steps to provide flexibility.
- Task 4.3. Draft Strategic Plan. ESA will respond to one round of comments from the Project Management Team and prepare the Draft Strategic Plan for presentation to the SAT and stakeholders.
- Task 4.4 Draft Strategic Plan Presentation to SAT. ESA will present the draft Strategic Plan to the SAT for comment
- Task 4.5. Final Strategic Plan. ESA will incorporate one round of comments from the SAT and the San Mateo Countywide Water Coordination Committee. The Project Management team will be responsible for rectifying any conflicting comments and providing direction.

- Our scope of work includes 1 rounds of comment for a total effort of 40 hours, to prepare the Final Strategic Plan. Additional effort, if necessary, will be billed on a time and materials basis.
- Task 4.6. OPTIONAL: Strategic Plan Presentation. Consistent with the RFP, our scope of work provides for formal presentation at up to 10 board/council meetings at 4 hours each, and up to 20 staff level meetings at 2 hours each. Additional effort, if necessary, will be billed on a time and materials basis.
- Task 4.6. OPTIONAL: Strategic Plan Presentation: Plenary Session. ESA will support the presentation of the Strategic Plan and New Agency Proposal to key stakeholders and the public. We recommend a single plenary session be coordinated with representatives from each Agency to review the Strategic Plan to conserve resources, rather than formal presentations at each agency.

Task 5. Website Preparation and Maintenance (Optional Task)

The ESA Team has broad experience developing and maintaining custom websites and online collaboration tools for sharing files and content with project teams and more broadly to stakeholders and the public. Working closely with the project team, our graphic design and development team can design and implement project websites for sharing information quickly and easily to target audiences.

Project Websites

ESA has worked extensively with state and local governments to develop dynamic web-based tools that communicate project information to broader audiences in easy-to-understand formats. We couple our skills in application development, data visualization, design and geospatial services with an approach that emphasizes close collaboration with municipal staff, stakeholders, and advisory committees; detailed focus on end-user requirements through design and development processes; and extensive knowledge of proven technologies, including geospatial and data visualization tools. ESA transformed a Statewide Comprehensive Outdoor Recreation Plan document for the State of Washington Recreation and Conservation Office into a website with story maps making it more user-friendly and engaging for a broader audience (<http://www.rco.wa.gov/StateRecPlans/>). ESA developed a web-based application for the City of Sacramento's Downtown Specific Plan ([Housing NOW!](#)) that provides easy access to information on housing opportunity sites to serve as a way to monitor progress in achieving the Sacramento Mayor's goal to construct 10,000 housing units in 10 years. We also develop and manage websites that allow the public to submit comments through an online commenting form, including the ability to geospatially comment on interactive online maps. ESA can support the team with web-development that enhances the outreach and communications process, both soliciting and disseminating relevant information about the project.

Online Collaboration Tools

ESA's own "ESA Solutions," a web-based content management system (CMS) designed to enhance team collaboration and facilitate the exchange of project information. Our sites typically include a home page, project documents, calendar and mapping application. Visit our site at: <https://solutions.esassoc.com>. With Office 365, we are also able to provide additional options for online collaboration via Microsoft Teams and OneDrive. These tools provide secure authenticated access and a repository for project documents and cloud-based document editing and information exchange. Based on project needs, we can tailor a cost-effective solution that meets the project needs.

Data Visualization

ESA has effectively applied its data visualization and communication tools for the Skagit Climate Science Consortium to communicate future changes in flood conditions due to sea level rise. ESA worked closely with project scientists to produce dynamic flood visualization tools to allow users to interact with sea level rise and flood modeling scenarios for the Skagit River system. Using an interactive web mapping tool, users can compare flooding scenarios with the current regulatory floodplain mapped by FEMA. In order to help communicate the impact of major flooding in a user-friendly manner, we also produced a set of photo visual simulations of future flooding at recognizable locations in the Skagit Valley. (<http://www.skagitclimatescience.org/flood-scenario-map/>).

Labor Hours and Cost Table

In the attached Table 2, we have included a labor hours and fee estimate for this project, per the Tasks described above. We assume that for each meeting the designated staff will: 1) Coordinate schedules of multiple people and distribute invitations 2) Schedule and arrange logistics for in-person meetings and conference calls 3) Work with chairs to develop and distribute meeting agendas 4) Compile and share meeting minutes and handouts. We look forward to tailoring this scope of work to fit the needs of this project. Our optional tasks have been identified but are not included in the total cost. Similarly, costs for legal support are identified, but will be contracted for directly by the County.

For budgeting purposes, we have assumed that workshops and/or charrettes are 4 hours with 2 hours prep, and all other meetings are approximately 2 hours in duration, with 2 hours for notes/outcomes.

A schedule for implementation of the work plan is provided on the attached page.

**Table 2: Cost Proposal
ESA Labor Detail and Expense Summary**

		<i>Employee Names</i>												
		H. Gittleman	J.O'Toole	E. Cross	B. Andrews	M. Brennan	J. Gregory	A. Maudru						
		G. Oates	J.O'Toole	E. Cross	B. Battalio	M. Leech	C. Beeman	J. Ludy	A. Maudru					
		<i>Labor Category</i>												
Task #	Task Name/Description	Senior Director III	Senior Director III	Senior Director II	Senior Director II	Director II	Director I	Managing Associate II	Associate II	Associate I	Total Hours	Labor Price	Andrea Clark	Optional Tasks
		\$ 280	\$ 275	\$ 270	\$ 260	\$ 240	\$ 225	\$ 190	\$ 125	\$ 105			\$ 380	
1.0	Facilitate the Collaboration between Staff Advisory Team (SAT)										-	\$ -		
1.1	SAT Co-Chairs and Management Team KickOff	4	4	8					2		18.00	\$ 4,630		
1.2	SAT Strategic Plan Workshop Design		2	8					4		14.00	\$ 3,210		
1.3	OPTIONAL TASK: Design Draft and Final Electronic Survey.		2	8	2				16		28.00		\$ 5,230	
1.4	OPTIONAL TASK: Survey Results Assessment	2	2	8	4			4	32		52.00		\$ 9,070	
1.5	Agency Interviews (4hrs x 22 agencies)			88					44		132.00	\$ 30,492		
1.6	Workshop Agenda and Facilitate Workshop	4	4	8				4	4		24.00	\$ 5,640		
1.7	Communications Script Development		4	8				2	2		16.00	\$ 3,890		
2.0	Facilitate Stakeholder Information Gathering										-	\$ -		
2.1	Review, synthesis and presentation of stakeholder results to SAT	4	4	6	2			4	4		24.00	\$ 5,620		
2.2	Attendance at up to 5 established CCAG/multi-jurisdictional meetings			30					8		38.00	\$ 9,100		
2.3	Up to 10 meetings with City Staff and other stakeholders			60	4		4		16		84.00	\$ 20,140		
2.4	Facilitate information sharing between Cities by establishing sharepoint					40					40.00	\$ 9,600		
2.5	Project Inventory: flood resilience, sea level rise, and regional stormwater projects		4		16		4		16		40.00	\$ 8,160		
2.6	Soliciting feedback from the SAT at up to 5 meetings			30				8	10		48.00	\$ 10,870		
3.0	Develop a Draft Agency Proposal										-	\$ -		
3.1	Admin Draft Governance Proposal TM	2	2	4				16	16		40.00	\$ 7,230	\$ 10,000	
3.2	Draft Governance Proposal TM		2	2				8	8		20.00	\$ 3,610	\$ 4,000	
3.3	Draft Governance Proposal SAT Workshop		6	6				2	2		16.00	\$ 3,900	\$ 4,000	
3.4	Final Governance Proposal and SAT Workshop		6	6				2	2		16.00	\$ 3,900	\$ 4,000	
4.0	Prepare a Strategic Plan to introduce the New Agency Proposal to Stakeholders											\$ -		
4.1	Admin Draft Strategic Plan		2	16	2		4	30	30		100.00	\$ 15,740	\$ 2,000	
4.2	Communications Plan		8	8					8		24.00	\$ 5,360		
4.3	Draft Strategic Plan		2	4				16	16		54.00	\$ 6,670	\$ 2,000	
4.4	Draft Strategic Plan Presentation SAT Workshop		6	6				2	2		16.00	\$ 5,820	\$ 2,000	
4.5	Final Strategic Plan	2	2	2	2		4	8	8		32.00	\$ 7,510	\$ 2,000	
4.6	OPTIONAL TASK: Strategic Plan Outreach: 10 board/20 staff meetings	40	4	40				10	20		114.00		\$ -	\$ 27,500
4.7	OPTIONAL TASK: Strategic Plan Plenary Session.	4	4	16				8	24		60.00			\$ 11,060
5.0	Website Preparation and Maintenance (Optional Task)										-	\$ -		
5.1	Basic Webpage										-			\$ 25,000
5.2	Medium Webpage										-	\$ -		\$ 35,000
5.3	Interactive Webpage										-	\$ -		\$ 50,000
Total Hours		62	70	372	32	40	16	124	294	-	1,050			
Total Labor Costs		\$ 17,360	\$ 19,250	\$ 100,440	\$ 8,320	\$ 9,600	\$ 3,600	\$ 23,560	\$ 36,750	\$ -		\$ 183,360	\$ 30,000	
Percent of Effort - Labor Hours Only		5.9%	6.7%	35.4%	3.0%	3.8%	1.5%	11.8%	28.0%	0.0%	100.0%			
Percent of Effort - Total Project Cost		7.2%	8.0%	41.8%	3.5%	4.0%	1.5%	9.8%	15.3%	0.0%		76.3%		

Labor Costs	\$ 183,360
3% Communications Fee	\$ 5,501
Other Direct Costs	\$ 18,490
Subconsultant + Markup (10%)	\$ 33,000
	\$ 51,490
	\$ -

PROJECT TOTAL **\$ 240,351**

\$162,860



Gary Oates

Project Director

Gary brings more than 39 years' experience working with the myriad of state and federal environmental statutes, regulations, and guidelines that affect development activities in California (CEQA, NEPA, Clean Air Act, Endangered Species Act and Clean Water Act), with a particular focus on waterfront and in-water development projects around the Bay Area. He has particular expertise in tiered and focused environmental documentation, including direction and management of numerous programmatic and master environmental compliance reports.

Relevant Experience

Directed ESA's participation in preparing management plans and Program EIRs for two major Bay Area watersheds for the San Francisco Public Utilities Commission. The approximately 20,000-acre Peninsula watershed, which includes the lower and upper Crystal Springs reservoirs, contains a wide variety of sensitive habitats and species that have entered significantly into the watershed management planning effort. The approximately 39,000-acre Alameda watershed, which includes the Calaveras and San Antonio reservoirs, raises particular issues concerning grazing and aggregate mining. ESA has developed several dozen natural resource data layers in support of GIS mapping for both watersheds. The program EIRs evaluated relative the sensitivity of natural resources on both watersheds to differing levels of human use, particularly recreational activities.

SFPUC Recycled Water and Groundwater Master Plans Program EIR. *Project Director.* The San Francisco Public Utilities Commission's (SFPUC) Recycled Water Master Plan (RWMP) proposed construction of a recycled water treatment plant, two storage reservoirs, about 28 miles of pipelines, two pump stations, and service connection vaults within the pipeline network. The RWMP, which was to be implemented over a 15-year period, targeted uses including landscape irrigation, toilet flushing, office cooling, and industrial uses. The Groundwater Master Plan (GWMP) proposed short and long-term activities necessary to evaluate, manage, and develop local groundwater resources for both potable and non-potable uses. Among the GWMP's short-term actions addressed in the EIR were construction of two new production wells and rehabilitation of an existing well in the western portion of the City.

Golden State Warriors EIR, San Francisco, CA. *Project Director/Principal-in-Charge.* Gary directed the preparation of CEQA and NEPA compliance, and environmental permitting services for the Golden State Warriors' development at its former proposed waterfront location on Piers 30-32 and served as Principal-in-Charge for preparation of the EIR at its current proposed location in Mission Bay. The project involved the development of a new arena, public open space, and commercial office and retail space on a vacant former industrial site. The EIR for the Mission Bay Arena Project has been certified, and the project broke ground in January 2017.

34th America's Cup & James R. Herman Cruise Terminal and Northeast Wharf Plaza Projects, San Francisco, CA. *Project Director.* The AC34 project sponsors, the City of San Francisco and the America's Cup Event Authority, proposed a variety of facilities and services needed to support the events, including team bases, media operations, hospitality, and entertainment and spectator venues. Gary led the environmental team in preparation of fast-track EIR (CEQA) and EA (NEPA) documents as well as resource agency consultation and permitting.

EDUCATION

M.A., Biology, University of Pennsylvania

B.S., Zoology, University of Rhode Island

39 YEARS' EXPERIENCE

PROFESSIONAL AFFILIATIONS

Association of Environmental Professionals (Board of Directors, 1982-1992; State President, 1988-1991)

Bay Planning Coalition (Board of Directors, 2000 - current; Co-Chair, Sustainable Waterfronts Committee)

TRAINING

Certificate in Business Management, UC Berkeley Extension



James O'Toole

Vice President / Project Manager

Jim has more than 25 years experience as an environmental analyst for the preparation of environmental documentation to meet CEQA and NEPA requirements. His project focus is on water and wastewater infrastructure projects, including treatment plant upgrades, groundwater injection and storage facilities, pipeline installation, and storage facilities. As both a project director and project manager, Jim has been involved in all phases of environmental analysis for water supply, water rights, and infrastructure projects, including site constraint analysis, EIR/EIS preparation, mitigation monitoring program development, and permitting.

EDUCATION

B.A. Geography,
University of California,
Santa Barbara

25 YEARS' EXPERIENCE

PROFESSIONAL AFFILIATIONS

Association of
Environmental
Professionals

Relevant Experience

Zone 7 Stream Maintenance and Management Plan (SMMP) and Stream Water Improvements Supporting the Environment (StreamWISE). *Project Manager.* Zone 7 prepared a SMMP to identify and implement a series of projects within the upper Alameda Creek Watershed to meet multiple objectives, including: flood protection, water supply, sediment management, habitat corridors, water quality and recreational corridors. The SMMP was developed through a series of stakeholder meetings to identify projects that met these multiple objectives on a subwatershed basis. The SMMP identified 45 projects within 10 subwatershed areas. Jim led the CEQA process and prepared a Master EIR to examine the project set as a whole and identify potential impacts on a watershed, subwatershed, and flood control channel reach basis as appropriate. Following the approval of the SMMP in 2006, Zone 7 developed the Stream Water Improvements Supporting the Environment (StreamWISE) Program, which included extensive public outreach and detailed technical analysis to refine and implement the concepts identified in the SMMP. Preparation of the StreamWISE Program involved further evaluation and identification for the projects in the SMMP to be implemented in Zone 7's 5- and 10-year CIPs.

North Bay Water Reuse Authority, San Pablo Bay Reuse and Restoration Project, CA. *Project Manager.* Jim managed the preparation of a joint EIR/EIS for the North San Pablo Bay Restoration and Reuse Project, proposed by the North Bay Water Reuse Authority. The proposed project is the product of a number of local recycled water project planning efforts to create a regional recycling program to use treated wastewater from the wastewater treatment plants within the North San Pablo Bay area. ESA provided documentation to support consultation under Endangered Species Act Section 7 and National Historic Preservation Act Section 106. During the construction phase, Jim oversaw permitting and compliance monitoring and reporting programs for the Authority, as well as for individual member agencies.

Department of Water Resources, Operations + Maintenance (O+M) As-Needed Environmental Services, throughout California. *Project Manager.* Jim is managing a multi-year contract to support DWR's Operations & Maintenance Division in complying with CEQA, NEPA, and environmental permitting and compliance work provided for by the law for various projects within the State Water Project (SWP) facilities. Those facilities are located from the Upper Feather River watershed in the north, to Lake Perris in the south. In addition, investigation and characterization of contaminated sites may also be required. Work under this contract may also require emergency (i.e. on-call) environmental support services to address spills, aqueduct or canal leaks, or other hazardous or urgent incidents.



Alena Maudru

Deputy Project Manager

Alena is an environmental analyst with a background in environmental impact mitigation strategies and biology. She assists with project development activities and the coordination, management, and preparation of CEQA and environmental compliance documents for energy and water utilities projects.

EDUCATION

BS, Environmental Management and Protection, Minors in Sustainable Environments and Biology, June 2016, California Polytechnic State University, San Luis Obispo

2 YEARS' EXPERIENCE

PROFESSIONAL AFFILIATIONS

Member of the Association of Environmental Professionals (AEP)

Relevant Experience

Pajaro Valley Water Management Agency Basin Management Plan Implementation, Watsonville, CA. *Deputy Project Manager.* The Pajaro Valley Water Management Agency (PV Water) is pursuing three surface water diversion projects to balance the groundwater basin and halt sea water intrusion in Santa Cruz and Monterey Counties. ESA is managing aspects of project development (hydrologic modeling, operations plan), tiered CEQA, and permitting for the College Lake Integrated Resources Management Project, Harkins Slough with Recharge Basins, and Watsonville Slough. As the Deputy Project Manager, Alena participates in financial management, scheduling, team coordination, information management, and preparation of CEQA sections.

Marin County Flood Control and Water Conservation District San Anselmo Flood Risk Reduction Project, San Anselmo, CA. *Project Associate.* The San Anselmo Flood Risk Reduction Project includes elements to increase creek capacity and construct a flood diversion and storage basin in San Anselmo and unincorporated Marin County. Alena authored multiple EIR sections and compiled the administrative record.

Oro Loma Sanitary District Wet Weather Outfall and Nutrient Optimization Project, San Lorenzo, CA. *Project Associate.* Oro Loma Sanitary District and Castro Valley Sanitary District proposed to optimize treatment processes at the Oro Loma Sanitary District and Castro Valley Sanitary District Water Pollution Control Plant and rehabilitate an existing shallow-water outfall. Alena assisted in with project management activities and with the preparation of the CEQA documentation and administrative record.

Los Vaqueros Reservoir Expansion Project, Contra Costa County, CA. *Project Associate.* The Los Vaqueros Reservoir Expansion Project is a multi-agency effort that is expected to provide local, regional and statewide environmental, water supply reliability, and water quality benefits. Alena supported the project management team by the compiling the administrative records and glossary.

Zone 7 Stream Management Master Plan Update, Livermore, CA. *Project Associate.* Alena is assisting with updating the Stream Management Master Plan (SMMP) for Zone 7 of the Alameda County Flood Control and Water Conservation District. The SMMP utilizes a multidisciplinary approach to manage the streams and arroyos in the Zone 7 service area by focusing on several resources affected by stream management including water supply, water quality, flood control, habitat and environment, and erosion and sedimentation. This report was prepared as a functionally equivalent document to support flood protection funding pursuant to the Proposition 1 Storm Water Grant Program. Services provided by Alena include researching background information and previous projects, editing report figures, invoicing, and writing report sections.



Ellen Cross

Facilitation and Strategic Communications

Ellen Cross focuses on communication, strategic planning and facilitating high stakes initiatives in the areas of climate adaptation, flood protection, water resources and natural resources fields. Ellen Cross has more than 28 years of experience in the California water and environmental science industry creating successful innovative solutions through forums for vision, collaboration, and achievement, driving diverse stakeholders forward to develop and realize shared vision and success. Ellen brings a large-scale view of proven strategic and tactical approaches to develop outcomes that meet multi-stakeholder objectives. In the area of emerging challenges, Ellen has successfully facilitated public and private entities on climate change, restoration, water scarcity, sea level rise and flood protection. She has facilitated initiatives that envision the multi stakeholder success goals and operationalizes the tactics to achieve results on policy, governance, stakeholders, funding, institutional and technical goals.

EDUCATION

B.S., Political Science,
University of Oregon

Eagleton Institute of
Politics, Rutgers
University

28 YEARS' EXPERIENCE

PROFESSIONAL AFFILIATIONS

Certified California DGS
SBE and Caltrans /
USDOT DBE

Water Education
Foundation;
MetroChamber Cap to
Cap: Association of
California Water
Agencies

Relevant Experience

Delta Stewardship Council's Science Program Strategic Plan. *Lead Facilitator.* Ellen as part of the Stantec team, led the development of the Strategic Plan approach and facilitated 23 members of the Council's Science Program to set strategic objectives for program delivery

San Francisco Bay Region Coastal Hazards Adaptation Resiliency Group (CHARG). *Facilitator.* Ellen served as the primary facilitator for more than 100 stakeholders including federal, state and local flood managers, planners, scientists and engineers who are undertaking the development and implementation of regional solutions to issues associated with sea level rise and extreme tides. She worked closely with the 13 steering committee members including local county flood districts (Alameda, Santa Clara, Contra Costa, Marin, San Francisco and San Francisquito Creek JPA; state (BCDC, BARC, Coastal Conservancy, DWR), federal (FEMA, USACE), and NGOs (San Francisco Estuary Institute).

Marin County Department of Public Works BayWAVE Facilitation + Strategic Communications for Sea Level Rise On Call Contract. *Senior Facilitator.* Ellen served as senior facilitator for outreach to more than 55 public officials ranging from public works, city mayors to emergency responders for BayWAVE that represents the County's Vulnerability Assessment outreach. The first task order included facilitation and development of a Strategic Communications Plan which includes talking points as well as a PowerPoint for officials to educate their organizations and provide a unified message across the various public authorities throughout the County.

Department of Water Resources, Division of Flood Management, Flood Maintenance Office (FMO). *Lead Facilitator.* Ellen is facilitating 20 staff from FMO for their Strategic Plan, which will include mission, vision, core values, goals, strategic priorities and resources alignment for five programmatic areas including: Deferred Maintenance, Environmental Initiatives, Federal Programs, Operations & Maintenance, and Studies & Evaluations.

DWR Division of Flood Management / Interagency Flood Management Collaborative Program. *Lead Facilitator.* Ellen facilitated the IFMCP which is comprised of USFWS, National Marine Fisheries Service, USACE, California Department of Fish and Wildlife, Central Valley Flood Protection Board, and DWR - Flood Maintenance and FloodSAFE Environmental Stewardship and Statewide Resources Offices. The IFMCP's intent is to promote dialogue between maintaining agency and regulatory agency staff, identify maintenance opportunities and constraints, and improve permitting and maintenance procedures for flood control activities on local and regional scales.



Jessica Ludy, CFM

Technical Team Coordinator

Jessica is a water resources planner with 13 years of experience and a focus on flood risk management. She leads interdisciplinary teams on complex flood risk analysis and planning studies for local, state, and federal agencies. Jessica works on both coastal and fluvial systems, and emphasizes integrated flood management that balances the needs of urban and rural communities with ecological function and water supply systems. Jessica has worked across the U.S. and in international settings, where her ability to translate technical and complex information to multiple audiences facilitates progress in much of her work. Jessica is active with the Association of State Floodplain Managers via policy committee leadership, providing technical trainings, and as an ASFPM Foundation board member.

EDUCATION

M.L.A, Environmental Planning, May 2009, University of California, Berkeley

B.S., Environmental Science, Ecological Design, Portuguese language (Minor), June 2003, University of Vermont, Burlington

13 YEARS' EXPERIENCE

CERTIFICATIONS/REGISTRATION

Certified Floodplain Manager (CFM). June 2014. Current.

PROFESSIONAL AFFILIATIONS

Association of State Floodplain Managers (and Foundation), Co-Chair of Training and International Committees, Foundation Board Associate Member

Task Force on Flood Safety Practices and Policies, Contributing Author, for the American Society of Civil Engineers

Relevant Experience

San Mateo County Office of Sustainability, San Mateo County Shoreline Vulnerability Assessment, CA. *Project Lead.* Prior to ESA, Jessica established and executed a risk-based methodology to assess sea level rise vulnerability and flood risk in San Mateo County. The assessment included risks to ports and navigation, critical infrastructure systems, water supply infrastructure, ecosystem restoration efforts, transportation, community assets, and life safety. She prepared a draft technical report and recommendations on adaptation planning, including both physical measures and policies. Jessica developed all technical content for meetings, and led stakeholder engagement efforts with citizen, special interest groups, local officials, and the public.

Alameda County Flood Control & Water Conservation District, San Francisco Bay Regional Coastal Hazards Adaptation Resiliency Group (CHARG), San Francisco and Bay Delta, CA. *Project Manager.* CHARG was initiated in 2015 by public agencies responsible for implementing strategies that reduce the impacts of sea level rise and extreme weather on San Francisco Bay shoreline communities. The CHARG working group supports collaborative, targeted forums to analyze, evaluate, develop and recommend regional resilience solutions from different sectors; this work will ultimately inform essential policy and funding decisions for a resilient living shoreline in an interdependent Bay Area. As Project Manager, Jessica is helping to facilitate and coordinate various stakeholders and communities that have an interest in flood protection and the effects of sea level rise on the property and lives of San Francisco Bay and the Delta communities, as well as assist with organization development, preparation of technical materials, and grant assistance, among other roles.

US Army Corps of Engineers Institute for Water Resources, Lessons Learned in Flood Risk Communication, CA. *Project Lead.* Prior to ESA, Jessica evaluated 10 case studies in outreach and communication, including five U.S. Army Corps of Engineers projects and five non-USACE projects. Additionally, she identified key players, needs, barriers, and successes in flood risk communication.

RESIN-Center for Catastrophic Risk Management, University of California, Berkeley, CA. *Research Specialist.* Prior to ESA, Jessica worked with interdisciplinary team researching *Resilient and Sustainable Infrastructure Networks* in the California Bay-Delta for the National Science Foundation Grant. She assessed the effects of storms on critical infrastructure and ecosystem resilience, and coordinated a 50-participant Table Top Exercise in Emergency Response.



Christie Beeman, PE

Technical Team: Stormwater

Christie Beeman is a water resources engineer with a background in surface hydrology, fluvial geomorphology, and open channel hydraulics. Her technical experience includes creek restoration, stormwater management, flood control, hydraulic modeling, and wetlands restoration and design. Christie has managed projects that include floodplain and urban creek enhancement, large-scale creek restoration, flood management, stormwater quality and hydrograph modification management, seasonal and tidal wetlands, and hydrologic monitoring and assessment. She specializes in the management of multi-disciplinary projects that require integration of habitat, flood management, public access and other objectives.

EDUCATION

M.S., Civil and Environmental Engineering (Environmental Water Resources), University of California, Berkeley (1998)

B.S., Geology and Geophysics, Yale University (1986)

23 YEARS' EXPERIENCE

CERTIFICATIONS/REGISTRATION

Civil Engineer, CA, C65170

Relevant Experience

San Francisquito Creek Joint Powers Authority, San Francisquito Creek Flood Management Alternatives Analysis. *Project Manager.* ESA developed and evaluated conceptual alternatives for reducing flood hazard on San Francisquito Creek. The project included identifying, screening and analyzing potential sites for flood detention in the upper watershed as well as developing and testing alternatives for channel improvements in the downstream-most reach of the creek (between Highway 101 and San Francisco Bay). ESA performed hydrologic and hydraulic modeling, developed conceptual designs and identified a preferred alternative for both the upstream and downstream aspects of the project.

Santa Clara Valley Water District, Stream Maintenance Guidelines. *Project Manager.* ESA is developing Stream Maintenance Guidelines for ten creeks in Santa Clara County in response to stream maintenance permit requirements. The project includes field surveying and flow monitoring, hydraulic analysis and development of maintenance guidelines. ESA developed a quantitative approach for identifying channel conditions that trigger the need for maintenance based on hydraulic analysis of channel flow capacity.

Zone 7 Water Agency Stream Maintenance Management Plan (SMMP), Livermore, Dublin and Pleasanton, CA. *Hydrology and Hydraulics task lead.* Zone 7's SMMP Update identifies multiple projects with the potential to reduce flooding within the Zone 7 service area, which includes the Cities of Dublin, Pleasanton, and Livermore. ESA worked with Zone 7 to draft the SMMP Update and provided technical services including updating a hydrologic model for the over 480 square-mile watershed and developing a unified, coupled, one-dimensional/two-dimensional hydrodynamic model for over 37 river miles. For this project, Christie oversaw all aspects of hydrologic and hydraulic analysis to identify and evaluate potential SMMP projects.

Sonoma County Water Agency, Flood Control and Design Criteria Manual Update. *Project Staff.* ESA is updating the Flood Control and Design Criteria Manual (FCDC) for the Sonoma County Water Agency. The FCDC provides the guidelines for channel and closed conduit design for projects under the jurisdiction of SCWA. Working with Horizon Water and Environment, ESA is helping to revise the FCDC to accommodate a more integrated approach to hydrologic management while remaining focused on the water agency's mission and authority.



Andrea P. Clark Partner

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Sacramento, California 95814

aclark@downeybrand.com
Sacramento 916.520.5424 | Direct

Andrea Clark has a practice focused on water rights and flood control, serving as general counsel to a variety of public agencies from local reclamation districts and water districts to regional joint powers authorities.

Public agencies in the water and flood control fields rely on Andrea for her ability to explain in understandable terms the wide range of issues impacting them, including basic transparency laws (Brown Act and Public Records Act), environmental permitting, public bidding and contracting, bond financing, the unique nature of joint powers authorities, and elections. She also regularly counsels clients on water transfers, Proposition 218 compliance, the California Environmental Quality Act, cultural resources, the National Environmental Policy Act, and financing strategies for major capital improvement projects.

Experience

- Since 2008, served as associate general counsel to the Sutter Butte Flood Control Agency and the Three Rivers Levee Improvement Authority, which have implemented over \$700 million in levee rehabilitation and improvement projects in Yuba, Sutter and Butte Counties. Covers board meetings, manages environmental permitting, bond financing, consultant contracting, cultural resources concerns, conflicts of interest, state and Federal government relations and open meeting and public record disclosure compliance.
- Serves as general counsel to the Ross Valley Sanitary District, the Tehama-Colusa Canal Authority, and various other water and irrigation districts in the Sacramento Valley and the Sacramento-San Joaquin Delta.

Industries

Water Rights & Resources
Agribusiness

Practices

Flood Protection Law
Water Law
Water Rights Litigation
Food & Agriculture
Regulatory Law & Business Permitting

Education

J.D., University of Michigan Law School, 2002

B.A., University of California at Berkeley, 1998

ESA Technical Experts and Supporting Staff

Hillary Gitelman

Supporting Role: Agency Coordination / City Council Outreach

Hillary leads ESA's Bay Area Environmental Planning group and has over 20 years of experience in planning and environmental review with variety of Bay Area agencies and organizations. Hillary recently joined ESA to support a team already adept at moving projects forward through complicated review and approval processes. She brings a depth of experience in policy planning, development and infrastructure project review, and CEQA/NEPA compliance in both rural and urban/suburban settings. Early in her career, Hillary served as the Environmental Review Officer for the City and County of San Francisco, working on CEQA review of large projects in San Francisco such as Mission Bay, ATT Park, the Third Street Light Rail, and more. She also served as planning director of the Presidio Trust, where she lead the planning and NEPA process associated with the Presidio Trust's Management Plan. Her public agency experience also included director positions in Napa County and the City of Palo Alto.

Her projects have included new general plans, planning and zoning changes to stimulate multifamily housing, as well as environmental review of major transportation and development projects.

EDUCATION

M.S., Historic Preservation, Columbia University, School of Architecture, Planning & Preservation, New York, NY

B.A., History of Art, Yale University, New Haven, CT

20+ YEARS' EXPERIENCE

Bob Battalio, PE

Technical Team: Coastal Zone



Bob Battalio has more 30 years of experience with flood management, restoration design, coastal engineering, preparation of construction documents, and project management, focused in the coastal and estuarine areas, wetland and creek restoration design, and waterfront civil engineering projects. Bob was also one of the study leaders in the development of FEMA's Pacific Coast Flood Hazard Mapping Guidelines, as well as Project Director for a study of coastal erosion response to climate change for Pacific Institute and the California Ocean Protection Council. Bob has been responsible for more than 4,000 acres of wetland restoration constructed on the west coast of the USA. He was the lead coastal engineer for managed retreat shore enhancement projects constructed at Surfers Point, Ventura, CA and Pacifica State Beach, Pacifica, CA.

EDUCATION

M.E., Civil Engineering (Coastal Engineering), University of California, Berkeley

B.S., Civil Engineering, Virginia Polytechnic Institute and State University, Summa Cum Laude

33 YEARS' EXPERIENCE

CERTIFICATIONS/REGISTRATION

Civil Engineer, State of California, C41765

Also certified in WA, LA, OR, FL, AL

City of Pacifica, Pacifica Draft Local Coastal Program (LCP) Update, Pacifica CA. *Project Director.* Leading Pacifica's LCP, ESA measured the degree of vulnerability posed to social, economic, and physical coastal resources by examining the risks and sensitivities associated with sea level rise, erosion, and coastal flooding. The adaptation plan will be designed to work as a standalone strategic plan, including short-term prioritized actions and will include specific measures and language to be included in the City's LCP and LCP Land Use Plan (LUP).

Pacifica State Beach Restoration, Pacifica, CA. *Project Director.* Bob was the lead coastal engineer for this landmark example of managed retreat constructed in 2005. Basic Elements were renovation of the parking lot, restroom and shower facilities, new public access trails, and an emphasis on enhancement of beaches, dunes, wetlands and the mouth of San Pedro Creek.

Technical Methods Manual for Adjusting FEMA Coastal Flood Maps to Account for Future Sea Level Rise, 2016. Bob led development of a manual to assist planners and engineers with planning for sea level rise by extension of FEMA coastal flood hazard maps typically used by municipalities. The manual was developed with assistance of scientists from the Scripps Institution of Oceanography who provided future water level and wave conditions based on global climate models. This Manual was developed as part of a multi-agency effort funded by the NOAA Coastal and Ocean Climate Adaptation (COCA) Program, The California Department of Water Resources (DWR) with coordination support from the California Ocean Science Trust (OST), to develop guidance products to help local communities adapt and plan for sea level rise.

Betty Andrews, PE

Technical Team: Integrated Water Resources



Elizabeth (Betty) Andrews conducts a broad practice in water resources management, and has expertise in hydrology, hydraulics, restoration and enhancement, flood hazard reduction, and water systems management, with emphasis on simulation modeling as a decision support tool. Stream and floodplain restoration, flood management, fluvial geomorphology, and river management policy are areas of special interest. Ms. Andrews' floodplain restoration and management work has encompassed analysis of the implications of hydrologic regime on floodplain suitability to support key ecological functions and assistance in the development of the DRERIP conceptual model of floodplain function. She has also directed multiple floodplain restoration planning and analysis projects, including specific projects at the Cosumnes River, San Joaquin River National Wildlife Refuge, the Tuolumne River, Grizzly Slough (Delta), the Sacramento River, and Reach 4B of the San Joaquin River (Sand Slough to the downstream end of the Eastside Bypass) for the San Joaquin River Restoration Program.

EDUCATION

M.S., Civil Engineering (Water Resources), University of CA, Davis

B.S., Engineering and Policy, Washington University

36 YEARS' EXPERIENCE

CERTIFICATIONS/REGISTRATION

Civil Engineer, State of CA, C053053

Sonoma County Water Agency, Sonoma Valley City Watersheds Project: Prop 1E Grant Application Support, Sonoma, CA. *Project Director.*

Betty directed the development of selected supporting materials for this successful \$1.8M grant application, including a flood risk reduction benefits analysis for the Sonoma County Water Agency.

Department of Water Resources, Division of Flood Management, Engineering & Environmental Services Contract. *Project Director.*

Betty is serving as the project director, guiding this five-year, \$8 million contract to provide engineering and environmental services to assist in the engineering and environmental aspects of flood management activities. A particular emphasis of the work being completed under this contract is the development and implementation of a comprehensive permitting and environmental compliance strategy for DWR's operations and maintenance of SPFC facilities in the Central Valley.

Sonoma County Water Agency and Horizon Water and Environment, Sonoma County Water Agency Flood Control Design Criteria Update, CA. *Project Director.*

Betty is leading the effort to update this document and the standards included in it. The completely revised manual will support the Agency's flood management resource management responsibilities and provide guidance and design criteria for public and private project developers throughout Sonoma County in a modern regulatory environment.

Matt Brennan, PhD, PE

Technical Team: San Francisco Bay



Dr. Brennan is a water resources engineer with 18 years specializing in estuarine management and restoration. His strengths include evaluating management and restoration scenarios from hydrologic and geomorphic perspectives to support ecosystem sustainability. To implement these perspectives, Dr. Brennan has developed and applied a wide range of hydrodynamic and transport process numeric models. In conjunction with these technical skills, his project management experience includes active client communication, teaming with biologists, integrating input from expert advisors, overseeing technical tasks and managing subcontractors.

San Francisquito Creek Joint Powers Authority, Strategy to Advance Flood protection, Ecosystems and Recreation along the Bay (SAFER Bay), San Mateo County, CA. *Project Manager.*

Assisted the SFCJPA with its successful grant application for the California Department of Water Resources (DWR) Local Levee Assistance Program. Presently, the project is evaluating and designing over 5 miles of the coastal levee along the Menlo Park and East Palo Alto shoreline, and will soon extend the project area to include Palo Alto, which lies immediately north of the Mountain View Shoreline study site. Matt is the project manager for the coastal flooding and sea level rise vulnerability assessments, interior drainage, restoration design, and CEQA environmental review.

EDUCATION

Ph.D., and MS, Civil and Environmental Engineering, Stanford University, Stanford, CA (2005)

BS, Civil and Environmental Engineering, Princeton University (1993)

20 YEARS' EXPERIENCE

CERTIFICATIONS/REGISTRATION

Civil Engineer, State of California, C72551

San Francisquito Creek Joint Powers Authority, San Mateo County Coastal Levees, Palo Alto, CA. *Project Manager.* ESA assisted the SFCJPA with its grant application for the California Department of Water Resources (DWR) Local Levee Assistance Program. The funding would be used to evaluate and design over 5 miles of the San Mateo County coastal levee—which lies just north of the Mountain View Shoreline study site.

City of Mountain View, Mountain View Shoreline Sea Level Rise Study. *Project Manager, Coastal Engineer.* Matt managed ESA’s work for the City to develop a comprehensive sea level rise vulnerability and adaptation assessment. The study addressed the potential for increased flooding directly from coastal sources as well as upstream sea level rise impacts to creek flooding and stormwater drainage. The study identified opportunities for integrating City objectives with other multi-objective projects such as tidal marsh restoration and regional-scale flood protection. ESA quantified the City’s future flood risk and developed a draft Capital Improvement Program and cost estimates to meet the long-term flood protection needs of the Shoreline Community.

James Gregory, PE

Technical Team: Climate Hydrology



James is a fluvial engineer with a background in water quality, flood management, climate change analysis, and hydraulic and hydrologic modeling, with a focus on groundwater hydrology, advanced fluid mechanics, applied stream ecology, aqueous geochemistry, and environmental physical and chemical processes. James manages projects while also conducting and overseeing hydraulic and hydrologic modeling for a wide range of applications including flood management, river restoration, and climate change vulnerability assessments. James has conducted several studies analyzing the impact of climate change on watershed hydrology and the vulnerability of natural systems and infrastructure to flood risk under future climate conditions. He has developed and calibrated single- and multi-dimensional hydrodynamic models to evaluate flood dynamics and project alternative performance for riverine and estuarine environments. James also has extensive experience in field data collection, topographic surveying, and GIS, and has developed multiple script-based and GIS tools to process, analyze, and visualize a wide array of datasets.

EDUCATION

M.S., Environmental Engineering, University of California, Berkeley

B.S., Civil Engineering and Environmental Engineering, University of Colorado

10 YEARS’ EXPERIENCE

CERTIFICATIONS/REGISTRATION

State of California Professional Engineer, C80214

San Francisquito Creek Joint Powers Authority (JPA), San Francisquito Creek Flood Reduction Alternatives Analysis, Palo Alto, CA. *Hydrologist.* ESA evaluated flood management strategies in the upper and lower portions of the San Francisquito Creek watershed, including potential alternatives for hydraulic and flood reduction performance, and developed a conceptual design and opinion of probable cost for each alternative. James assisted with developing conceptual alternatives for flood reduction in the lower reach of the creek and modeling those alternatives in HEC-RAS. He performed sensitivity analyses on model configurations to estimate the comparative benefits of potential design alternatives.

Coastal Conservation and Research, Storm Water Resource Plan (SWRP) for the Greater Monterey County Integrated Regional Water Management Region (IRWMP). *Project Manager.* ESA assisted in the development of a SWRP for the Greater Monterey County IWRMP region which includes the Salinas River and Alisal-Elkhorn Slough systems, which will enable applicants to seek grant funding under California’s Water Quality, Supply, and Infrastructure Improvement Act of 2014 (Proposition 1). ESA developed several technical tools including a water balance model to evaluate wet and dry season impacts of proposed projects, a flood model to evaluate peak flow reduction potential, and a lagoon model to evaluate potential lagoon management strategies for flood reduction potential. James managed the project as well as designing several of the modeling tools in development for the SWRP analyses.

The Nature Conservancy, Calleguas Creek Climate Change Impacts to Fluvial and Coastal Flooding, Ventura County, CA. *Project Manager.* ESA analyzed the impacts of climate change on flood hazards for Calleguas Creek as part of The Nature Conservancy’s Coastal Resilience Program. This program provided planning tools to inform communities about their vulnerability to flood hazards under climate change stress. ESA simulated the impacts of climate change on coastal water levels and river discharges using two-dimensional hydrodynamic modeling. James managed the project and led the climate change data analysis and development of a 2D model using the new HEC-RAS 2D application. ESA produced flood hazard layers for a suite of climate scenarios which will be hosted on The Nature Conservancy’s seamless web mapper and support science-based planning for managing land and facilities on Calleguas Creek.

Staff Advisory Team to the Countywide Water Coordination Committee - 2018 Roster

Member	Agency
Larry Patterson (Chair)	City Manager, San Mateo
Michael Callagy (Co-Chair)	Deputy County Manager
Sandy Wong	C/CAG
Matt Fabry	C/CAG stormwater
Nicole Sandkulla	BAWSCA
Len Materman	San Francisquito Creek JPA
Deborah Hirst	Supervisor Horsley's office
Michael Barber	Supervisor Pine's Office
Brian Perkins	Congresswoman Speier's Office
Jim Porter	Public Works Director, County
Erika Powell	County Flood Resilience Program
Danielle Lee	County Office of Sustainability
Paul Okada	County Counsel
Maggie Tides	County Counsel
John Beiers	County Counsel
Van Ocampo	Public Works Director, Pacifica
Jeremy Dennis	Town Manager, Portola Valley
Mike Futrell	City Manager, South San Francisco

C/CAG AGENDA REPORT

Date: June 15, 2018

To: San Mateo Countywide Water Coordination Committee

From: Sandy Wong, Executive Director of C/CAG

Subject: Review and approve proposed calendar for remaining Water Coordination Committee meetings in 2018.

Recommendation:

That the San Mateo Countywide Water Coordination Committee and approve proposed calendar for remaining committee meetings in 2018.

Fiscal Impact:

None.

Background:

At the November 15, 2017 San Mateo Countywide Water Coordination Committee, committee members decided to hold meetings every other month on the third Wednesday of each month from 7:30 AM – 9:00 AM at its regular meeting time.

With the formation of a Staff Advisory Team to assist the committee with development of a strategic plan for creating a new agency and the recommended addition to the committee of C/CAG Chair Maryann Moise Derwin and exiting-C/CAG Chair Alicia Aguirre, there is a recognized need for a modified schedule.

With direction from Chair Pine, C/CAG staff recommend the calendar of remaining meetings in 2018 shown below. The meetings will be held monthly on the third Friday of each month at 7:30 AM – 9:00 AM at City of San Mateo, City Hall, Conference Room C located at **330 W 20th Ave, San Mateo, CA**, unless otherwise noticed, as shown below.

Water Committee
Friday at 7:30 AM – 9:00 AM
July 20
August 17
September 21
October 19
November 16
December 21

Attachment:

None.