

**COUNTY OF SAN MATEO**  
**FLOOD AND SEA LEVEL RISE RESILIENCY**

**ADVISORY COMMITTEE**

City of San Mateo City Hall  
330 W. 20<sup>th</sup> Avenue  
Conference Room C

**Supervisors:**

District 3 Don Horsley  
At-Large: Dave Pine

**City Representatives:**

North: Donna Colson  
Central: Diane Papan  
South: Lisa Gauthier  
Coast: Debbie Ruddock  
At-Large: Maryann Moise Derwin

# AGENDA

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San Mateo City Hall, Rm. C	August 5, 2019	4:00 PM
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**1. Roll Call**

**2. Public Comment**

*This item is reserved for persons wishing to address the Committee on items both on the agenda and items not on the agenda.*

*As with all public comment, members of the public who wish to address the Committee should complete a speaker's slip. Speakers are customarily limited to two minutes.*

**3. Action to Set the Agenda**

**4. Approval of Consent Agenda**

4.1 Approval of Minutes of July 12, 2019 Advisory Committee Meeting

**5. Presentations**

5.1 Office of Sustainability Vulnerability Assessment and Public Engagement Efforts\*

**6. Regular Agenda**

6.1 Adopt Regular Meeting Location and Dates for 2019 and January 2020 (ACTION)

6.2 Consideration of the Flood and Sea Level Rise Investment Strategy RFQ Scope of Work and Sequencing Options (ACTION)

6.3 Consideration of Alternate Advisory Committee Members and Other Ways to Engage Other Elected Officials (ACTION)

6.4 Consider the Executive Director Recruitment Ad Hoc Committee Recommendations regarding Executive Director Compensation and Retirement Benefits

## **7. Interim Executive Director Report\***

## **8. Program Reports**

8.1 Flood Control District Engineer's Report\*

8.2 Flood Resiliency Program Manager's Report\*

## **9. Committee Chair Report**

## **10. Committee Member Reports\***

## **11. Items for Future Agenda**

## **12. Adjournment**

### **County of San Mateo Flood and Sea Level Rise Resiliency Advisory Committee Staff:**

Larry Patterson, Interim Executive Director

Jim Porter, San Mateo County Director of Public Works

Ann Stillman, County Flood Control District Engineer

Erika Powell, Flood Resiliency Program Manager

\* Indicates that reports are verbal only.

## **Meeting Rules and Procedures**

Signing up to speak to the Committee and time limits:

For the orderly recognition of members of the public who wish to speak before the Committee, speakers are asked to fill out a speaker request form and give it to the Committee Clerk. However, speakers may elect not to identify themselves by name. The form is available in the entryway area for the meeting room. Public comment is generally limited to two minutes per speaker, although the Committee Chair may modify this time limit in order to accommodate all speakers. Prearranged presentations are generally 10 minutes.

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact Rochelle Kiner, Deputy Director of Public Works for Administrative Services and Airports, at least two working days before the meeting at 650-599-1423 and/or [rkiner@smcgov.org](mailto:rkiner@smcgov.org). Notification in advance of the meeting will enable the Committee to make reasonable arrangements to ensure accessibility to this

meeting and the materials related to it. Attendees of this meeting are reminded that other attendees may be sensitive to various chemical based products.

#### Communicating with Committee Members:

If you wish for your written communication or materials to be distributed to all Committee Members, please email such communication or materials to [rkiner@smcgov.org](mailto:rkiner@smcgov.org) or mail them to the address listed on this page, for receipt at least two business days prior to the Committee meeting.

Visual Presentations/Materials. For PowerPoint presentations, you need to provide the Committee Clerk a USB flash drive 30 minutes prior to the meeting start or via email by 5:00 p.m. the day prior to the meeting. Electronic formats must be PC compatible.

Public Records. Public records that relate to any item on the open session agenda for a regular Flood and Sea Level Rise Resiliency Advisory Committee meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Committee. The Committee has designated the office of the Public Works Department, located at 555 County Center, 5th Floor, Redwood City, CA 94063, and at <https://publicworks.smcgov.org/flood-and-sea-level-rise-resiliency-advisory-committee> for the purpose of making those public records available for inspection. These documents are also available to be sent electronically. Contact the Committee Clerk.

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 Coast:            Debbie Ruddock  
 At-Large         Maryann Moise Derwin

# MINUTES

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San Mateo City Hall, Rm. C	July 12, 2019	2:00-4:00 PM
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## 1. Call to Order/Roll Call

Facilitator, Larry Patterson, called the meeting to order at 2:05 p.m. Roll call was taken.

**Commissioners Present:**

District 3      Supervisor Don Horsley  
 At-Large      Supervisor Dave Pine  
 North         Donna Colson  
 Central        Diane Papan  
 South         Lisa Gauthier  
 Coast         Debbie Ruddock  
 At-Large      Maryann Moise Derwin

**Members of the Public:**

Sue Vaterlaus  
 Brian Perbins  
 Deborah Hurst  
 Reid Bogert  
 John Beiers  
 Sue Digre  
 Len Materman  
 Ann Stillman  
 Erika Powell  
 Justin Mates  
 Paul Okada

Michael Barber

Other members of the public attended.

## 2. Swearing-In of Committee Members

Rochelle Kiner, Deputy Director to the Road Commissioner for the County of San Mateo, swore in the committee members.

## 3. Selection of Committee Chair and Vice Chair

Supervisor Dave Pine was nominated as Chair and the nomination was seconded by Councilwoman Donna Colson. **APPROVED**

Councilwoman Debbie Ruddock was nominated as Vice Chair and the nomination was seconded by Councilwoman Diane Papan. **APPROVED**

## 4. Public Comment

Ann Draper representing both leagues of the League of Women Voters requested the committee to consider citizen participation efforts and public records being available online as well as in the Public Works office in preparation for the meetings.

Brian Perkins from Congresswoman Speier congratulated the committee for its efforts in putting work into the program.

Sue Vaterlaus requested the committee to consider appointing alternates to the committee.

## 5. Action to set the Agenda

Agenda Review. **APPROVED** as distributed.

## 6. Consent Agenda

6.1 County Resolution Establishing Flood and Sea Level Rise Resiliency Advisory Committee  
Moved approval of Item 6.1 by Councilwoman Diane Papan, Seconded by Councilwoman, Lisa Gauthier, **APPROVED**

6.2 Appointment of Interim General Manager and Amendment of Contract Scope of Work and Budget with Larry Patterson d.b.a. Coast Consulting  
**APPROVED**

## 7. Presentations

7.1 General Manager Recruitment

Rochelle Kiner, Deputy Director of Public Works, presented the committee with information on the recruiting and hiring of a General Manager who will begin in January

2020. An executive search firm has been retained. The Committee asked questions regarding the recruitment process.

An ad-hoc committee was recommended to be involved for the recruitment process to review the written materials that will be used in the recruitment and initial screening of candidates.

An ad-hoc committee was established that included Supervisor Pine (Chair), D. Papan (Central) and D. Colson (North) as part of the committee.

## 7.2 AB 825\*

Paul Okada, Deputy County Counsel, updated for committee regarding the status of AB825. The bill passed out of the Senate Natural Resources Committee on July 9, 2019. Next step is for Senate Appropriations Committee to consider the bill, which will happen after summer recess.

## 7.3 Flood and Sea Level Rise Investment Strategy RFQ/RFP

Larry Patterson discussed the attachment included in the packet. The recommendation is to retain a consultant to assist with public awareness and engagement to address sea level rise and introduce the public to the District projects.

It was also recommended to have an investment strategy separate from the consultant but work in parallel with one another.

The committee had discussions on the RFQ and funding stream for the newly established strategy. Further discussions will be forthcoming on the scope of work of the committee and alternate funding sources.

Ann Draper of the public requested the committee to have periodic conversations about what the RFQ plan going to look like and have outreach to vulnerable communities and equitable areas.

## 7.4 Summary of Administrative Tasks: Formation of New Flood Control District

Rochelle, Deputy Director of Public Works, discussed the attachment provided in the agenda packet which described the road map both administratively and financially from now until the end of the calendar year. The goal is to have a structure in place for the District to function as its own entity.

The committee will need to define the future relationship between the County of San Mateo and the new District upon transition.

## **8. Regular Agenda**

### 8.1 Establish General Manager Compensation and Benefits (ACTION)

There was discussion amongst the committee regarding the compensation and benefit package that will be offered to the candidate during the recruitment process.

D. Ruddock (Coast) recommended having an individual who has the technical ability, but also a big-picture thinker with a vibrant personality.

Supervisor Horsley (District 3) and D. Colson recommended the Committee keep an open-mind and have flexibility in the structure the retirement and benefit package for entire organization to allow for a bigger pool of candidates.

Supervisor Pine (Chair) shared a handout on the recruitment for the Executive Director for Peninsula Clean Energy Authority stating the annual salary was negotiable based on experience. A competitive benefits package was also offered.

The sub-committee will work with Larry regarding the scope of work for the position.

Rochelle Kiner (Dept. of Public Works) commented that bids are currently being received for an Executive Recruiter.

NO ACTION. Deferred to sub-committee to further define the compensation and benefit package and outreach strategy with recruitment.

#### 8.2 Adopt FSLRRD 2019 Pre-Start-up Work Plan (ACTION)

Supervisor Pine (Chair) commented that \$500,000 of his District's discretionary funds approved by the Board of Supervisors are being moved to the Flood and Sea Level Rise Resiliency District (FSLRRD) budget. This gives the FSLRRD a total of a \$5 million budget for three years. At the end of the three years, the goal is to make substantial progress in the MOU projects that are currently established.

Move to approve Item 8.2, 1-4, in the pre-start-up work plan with the amendment to include investment plan, public outreach and administrative tasks.

Moved by L. Gauthier (South); Seconded by D. Papan (Central) 7-0-0

#### 8.3 Establish Regular Meeting Date (ACTION)\*

A meeting location, date and time was established for the second Monday of each month from 4:00-6:00pm at the City of San Mateo, City Hall, Conference Room C.

Alternate dates will be determined on the months a holiday falls on the second Monday of the month.

Moved by D. Papan (Central); Seconded by L. Gauthier (South) 7-0-0

#### 8.4 Discussion of Conflict of Interest Code\*

Justin Mates, Deputy County Counsel acting as Counsel to Board in Waiting, provided information on the Conflict of Interest Code for the new Committee.

On the July 23, 2019 Board of Supervisors Meeting, the Board will be presented with the Conflict of Interest Code for the District.

In the new calendar year, the District will need to adopt its own Conflict of Interest Code.

## **9. Program Reports**

### **9.1 Flood Control District Engineer's Report\***

Ann Stillman, Deputy Director of Engineering and Resource Protection for the County of San Mateo, Department of Public Works gave a presentation on the current Flood Control District. There are four zones and three of the four are active—Colma Creek Flood Control Zone, San Bruno Creek Flood Control Zone and San Francisquito Flood Control Zone. The revenues for the zones are separate and each of the zones have a separate budget. The revenue stream is part of the 1% property tax revenue. The increase in the revenue is tied to the assessed value of the properties. It is recommended to continue to keep the accounting separate as it is currently. The Department of Public Works currently staffs the zones and the District. Staffing to maintain the zones will need to be put into place by the new calendar year to ensure a smooth transition.

### **9.2 Flood Resiliency Program Manager's Report\***

Erika Powell, Program Manager of the Flood Control District with the County of San Mateo, Department of Public Works gave a presentation of the locations of all the projects that the program has been working on.

## **10. Committee Member Reports\***

Supervisor Pine (Chair) is out of town on the second Monday of August. The next meeting is scheduled for Monday, August 5, 2019, 4:00-6:00pm.

## **11. Items for Future Agenda**

1. Adding alternates for positions

## **12. Adjournment**

The meeting was adjourned at 3:43pm.



**EXECUTIVE DIRECTOR**  
**Flood and Sea Level Rise Resiliency District**

The County of San Mateo, in conjunction with the City/County Association of Governments, is seeking highly-qualified candidates for the position of **Executive Director** of the Flood and Sea Level Rise Resiliency District.

Following the work of Congresswoman Jackie Speier, who identified the need for a countywide agency to address the challenges of flooding, sea level rise, and coastal erosion, the County of San Mateo and the City/County Association of Governments (C/CAG) are currently forming the Flood and Sea Level Rise Resiliency District (FSLRRD). The new District will allow San Mateo County and its cities to coordinate across jurisdictional lines, build expertise and avoid duplication of efforts, and create a unified voice that will far better position the County and its cities to obtain state and federal funds for addressing the negative impacts of climate change.

Sea level rise, one of the most serious consequences of climate change, will have a significant effect on San Mateo County, which has more people and property value at risk from the rising sea than any other county in the state. The FSLRRD will address sea level rise, flooding, coastal erosion, and large-scale storm water infrastructure improvements through integrated regional planning, design, permitting, project implementation, and long-term operations and maintenance to create a resilient “one shoreline” San Mateo by 2100.

Pending upcoming legislation, the Flood Control District, in existence since 1959, will be modified to create the FSLRRD. This will move the FSLRRD into a Startup Period beginning July 1, 2019, during which the FSLRRD will:

- Develop an integrated Flood and Sea Level Rise Resiliency Investment Plan
- Secure long-term funding
- Continue implementation of flood resiliency program projects
- Continue operating existing flood control zone services
- Leverage state and federal funding

The Executive Officer will be responsible for all aspects of these start-up efforts. Other responsibilities will include creating a strategy for long-term funding, managing the on-going efforts of the County Flood Control Districts and Flood Resiliency Program, developing a plan to transition or contract appropriate County Flood Control District and Flood Resiliency Program activities currently performed by the County, developing the staffing plan and annual budgets, and recommending for Board approval the financial, human resources, and other policies, systems, and procedures needed by the FSLRRD.

After the FSLRRD is established (post start-up) the Executive Director will direct and manage the countywide flood control, flood resiliency, and sea level rise mitigation programs, develop policy and program recommendations for consideration by the Board of Directors, coordinate with the cities and County to identify and address flood, regional storm water, and sea level mitigation needs, lead the development of Memorandums of Understanding between participating agencies to facilitate collaboration and to fund and advance identified projects,

manage the development of the annual FSLRRD budget, and represent the FSLRRD with the Corps of Engineers, FEMA, Regional Water Quality Control Board, Bay Conservation and Development Commission, State and United States Fish and Wildlife Agencies, and other possible funding partners and permitting agencies.

This position will receive general direction from the Flood and Sea Level Rise Resiliency Board of Directors. Once the Executive Director is selected, up to two County staff members working on cross-jurisdictional flood zones under three existing MOUs will join the District. Additional staff members will be hired, and consulting services will be utilized as needed. The Executive Director will exercise direct supervision of management, supervisory, professional, technical, and administrative support staff.

The salary for this position is \$151,611 - \$189,571 depending on experience. A 5% differential will be added to the salary for possession of a valid Certificate of Registration as a Professional Civil Engineer in the State of California.

#### **IDEAL CANDIDATE**

The ideal candidate for this position will:

- Have excellent and persuasive communication skills and documented success with community outreach, engagement, and rapport-building with organizations, individuals, and community members
- Be knowledgeable of governmental relations and political acuity and possess the ability to interact effectively with key leadership personnel from the cities and County
- Be aware of new developments, trends, technologies, and tools in the field
- Be an influential and strategic leader and project manager with an understanding of efficient processes and the knowledge of effective stakeholder involvement
- Have a history of success in obtaining and managing grant funding, creating and managing budgets, and managing resource allocation
- Possess keenly-developed skills to manage and strengthen a diverse and multidisciplinary workforce
- Possess exceptional conceptual abilities to analyze engineering project designs, construction, impact, and outcomes
- Possess strong attention to details
- Understand legal compliance and be knowledgeable of appropriate legal resources
- Have documented success with leading long-term, strategic planning efforts and collaborating and coordinating across cities and the County and with various organizations and stakeholders
- Effectively interpret reports and models and implement that information in actionable steps
- Have documented success with flood and sea level rise management
- Have an ability to establish and maintain excellent community engagement and relationships

- Have documented success working in collaboration with and garnering active support from local, State, and Federal agencies and tribal entities in recommending flood management policies and investments
- Use compelling evidence to identify and establish strategies and initiate feasible next steps to better incorporate flood management into integrated water management

### **EXAMPLES OF DUTIES**

Duties may include but are not limited to:

- Direct the operations of the Flood and Sea Level Rise Resiliency District
- Plan, organize, direct, and evaluate the activities of subordinate staff; interview, select, and train professional and management staff; establish performance standards; evaluate staff performance; train and counsel employees; manage disciplinary actions; and negotiate and administer agreements with consultants and contractors
- Plan and recommend program and policy direction for the FSLRRD; develop or direct the development of program policies; explain, advise, and recommend action on policy matters to the Board of Directors; and advise the Board of Directors of problems and potential problems and recommend appropriate courses of action
- Consult with and solicit the cooperation of community groups, businesses, and government agencies in assessing, identifying, and analyzing flood control, flood resiliency, and sea level rise mitigation programs and develop responsive programs to meet those needs and objectives
- Represent the FSLRRD with the Corps of Engineers, FEMA, Regional Water Quality Control Board, Bay Conservation and Development Commission, State and United States Fish and Wildlife Agencies, and other possible funding partners and permitting agencies
- Develop agreements, methods, and procedures to implement, administer, and evaluate the FSLRRD programs and activities
- Plan, direct, coordinate, and review the workplans for the flood control, flood resiliency, and sea level rise mitigation programs; assign work activities and projects; monitor work flow; and review and evaluate work products, methods, and procedures; develop process improvement plans and strategies to enhance effectiveness
- In coordination with the Board of Directors, engage in strategic and resource planning, and implement the adopted strategic and resource plans
- Monitor current and proposed federal, state, and local legislation to assess any impact and to develop the FSLRRD's legislative response either in support of or opposition to such legislation
- Prepare a budget, and associated reports, correspondence, and special duties; monitor expenditures and revenues against budgeted amounts; adjust expenditures as necessary to meet actual or projected revenues; establish, revise, and maintain accounting systems and procedures to effectively monitor income sources and expenses, and to provide internal accounting controls; certify the purchase of supplies, equipment, and services; provide monthly updates to the FSLRRD Board, and identify and recommend budget or financial policy revisions

- Coordinate program planning and day-to-day activities with jurisdictions participating in the FSLRRD, other relevant jurisdictions, federal funding agencies, and community and business groups; stay informed on community, social, and political problems, and their relevance to and impact on the FSLRRD programs; direct the development of a public relations program to inform the public about District operations, services, programs, goals, and objectives; and provide consultation to individuals, citizen groups, business organizations, consultants, and governmental agencies on all matters related to District operations
- Represent the FSLRRD at governmental hearings, in front of administrative bodies, and at public meetings
- Provide direction to staff regarding county, city or public concerns; establish and monitor expectations for the timely response to inquiries
- Manage and participate in the preparation and implementation of the capital improvement plans and budgets for the flood control, flood resiliency, and sea level rise mitigation programs
- Serve as or assign responsibility as a subject matter expert representing the FSLRRD in all claims, lawsuits, and disputes related to the work of the FSLRRD
- Conduct a variety of organizational studies, investigations, and operational studies; recommend modifications to the FSLRRD programs, policies, and procedures
- Attend and participate in meetings and conferences with County and city staff, councils, public officials, professional organizations, contractors, and regulatory agencies regarding matters related to the programs of the FSLRRD
- Perform related duties as assigned

## **QUALIFICATIONS**

### ***Education***

- Any combination of educational course work and training, which would provide the knowledge, skills, and abilities listed above, such as a bachelor's degree from an accredited college or university with major course work in engineering, environmental service, public administration, or a related field is qualifying.
- **A master's degree is desirable.**

### ***Experience:***

- Any combination of experience and training which would provide the opportunity to acquire the knowledge, skills, and abilities listed above, such as eight years of responsible public works, special district, relevant consulting, or city management experience including four years of management and supervisory experience is qualifying.

### ***License or Certification***

- Possession of, or ability to obtain a valid California driver's license.
- License to practice as a Professional Civil Engineer within the State of California is desirable

***Knowledge of:***

- Principles of flood and sea level rise resiliency
- Operational characteristics, services, and activities of flood control and major storm water treatment programs
- Municipal, County, State, and Federal governance and operational procedures
- Modern and complex principles and practices of program development and administration
- Advanced principles and practices of budget preparation and administration
- Principles and practices of project management
- Principals, procedures, and practices of construction management and administration
- Pertinent Federal, State, and local laws, codes, and regulations and associated permitting requirements
- The Brown Act and municipal governance procedures

***Skill/Ability to:***

- Provide administrative and professional leadership and direction to FSLRRD staff and programs
- Recommend and implement goals, objectives, and practices for the FSLRRD programs
- Manage, direct, and coordinate the work of management, supervisory, professional, technical, and administrative support personnel
- Select, supervise, train, and evaluate staff
- Prepare program budgets to meet contractual and statutory requirements; administer program budgets; and control and monitor program-related expenditures
- Provide program management, and provide guidance for staff and the public
- Monitor, evaluate, and assure compliance with program goals, policies, and procedures
- Lead a continuous improvement process and develop contingency plans to address changing program needs
- Coordinate the preparation of staff and ad-hoc reports as required by the FSLRRD board, funding agencies, and other interested parties, and ensure all reports are accurate, comprehensive, timely, well-documented, and maintain program credibility
- Handle multiple projects simultaneously within stringent time constraints
- Effectively manage sub-contractors to ensure deliverables are received within contracted time, quality, quantity, and cost requirements
- Exercise discretion and independent judgment
- Maintain a good working relationship with staff, stakeholders, and the public
- Analyze problems, identify alternative solutions, anticipate consequences of proposed actions, and implement recommendations in support of direction provided by the FSLRRD Board of Directors
- Communicate clearly and concisely orally and in writing
- Establish, maintain, and foster positive and harmonious working relationships with those contacted during the course of work

**Special Requirements**

- Ability to work in a standard office environment
- Ability to travel to different sites and locations
- Ability to attend events, which may include evenings and weekends
- Willingness to work overtime, weekends, and evenings as needed

**APPLICATION/EXAMINATION**

To apply for this exciting opportunity the materials listed below must be electronically submitted in Word or PDF format using the County's online application system:

- **Up-to-date Resume**
- **Cover letter with responses to the following three topics:**
  1. A summary of your qualifications, specifically your executive leadership, budget/finance, personnel management and administrative experience.
  2. A description of your experience establishing, growing and maintaining a business, organization, or program with regional impact.
  3. An example of a time when you successfully managed competing political interests between parties, including the skills and techniques you utilized, and the outcome.

If you are currently on the County website, you may click the "**Apply**" button. Emailed submissions will not be accepted.

The examination process will consist of the steps detailed below:

- **Initial review of application materials.** At this step applicants submitting incomplete applications, lacking relevant qualifications and/or not following instructions will be disqualified. The quality of your responses to the supplemental questions will also be evaluated for correct grammar and spelling, content and relevance.
- **Application Screening.** The application and supplemental responses for applicants who pass the initial review will be evaluated by a panel of subject matter experts. All applicants passing this step will be invited to the Panel Interview.
- **Panel Interview.** At this step, applicants will be invited to a Civil Service interview, which may include the evaluation of a written and/or performance exercise given immediately preceding the interview. Applicants passing this stage will be placed on an eligible-for-hiring list.

Depending on the number of applicants an application appraisal of education and experience may be used in place of other examinations or further evaluation of work experience may be conducted to group applicants by level of qualifications. All applicants who meet the minimum qualifications are not guaranteed advancement through any subsequent phase of the examination. All examinations will be given in San Mateo County, California and applicants must participate at their own expense.

Apply online at <http://jobs.smcgov.org>.

Again, a resume and cover letter detailing your qualifications for the position must be submitted as attachments to the required sections of the County employment application form.

**RECRUITMENT SCHEDULE**

Open the Recruitment: April 29, 2019

Final Date for Submitting Application: May 31, 2019

Application Screening: June 11, 2019

Panel Interviews (tentative): June 18 and/or 19, 2019

Finalist Interviews (tentative): June 26 and/or 27, 2019

For questions, please contact Chet Overstreet, Talent Acquisition Manager at [coverstreet@smcgov.org](mailto:coverstreet@smcgov.org) or at (650) 363-4385.

The County of San Mateo is a diverse, inclusive workplace, where employees are valued and respected for their different perspectives, experiences, backgrounds, and contributions.

**We are proud to be an Equal Employment Opportunity Employer.**



## COUNTY OF SAN MATEO HUMAN RESOURCES DEPARTMENT

### Inter-Departmental Correspondence

Information Only

**DATE:** April 28, 2016  
**TO:** Peninsula Clean Energy Authority  
**FROM:** Jay Castellano, Interim Benefits Manager  
**SUBJECT:** PCEA Executive Director/Staff—Retirement Plan Options

### INFORMATION ITEM

#### Purpose

To provide information to the Peninsula Clean Energy Authority (PCEA) regarding retirement benefit options for PCEA's discussion.

#### Background

Retirement plans offered by employers represent a significant benefit that can enhance both recruitment and retention efforts. Generally, retirement plans are categorized as defined benefit (DB), defined contribution (DC) or hybrid (combination of DB and DC).

With a DB plan, employers provide employees a specific retirement benefit based on salary and years of service. The contributions needed to fund the benefit are actuarially determined and can vary from year to year. DB plans are typically characterized as follows:

- Statutorily defined benefits.
- Statute sets forth eligibility and amount of lifetime benefits to employee and beneficiary and creates constitutional vested rights.
- Both the employer and employee must contribute to the system, no employer pick-ups on employee contributions.
- Retirement system invests the funds to pay for the benefits. The employee receives the benefit regardless of fund performance. The employer is responsible for any unfunded liability that accrues.
- Statute contains disability benefits to member and beneficiary.

DC plans provide a means for both employees and employers to contribute a steady stream of revenue into the participant's retirement account. The resulting retirement benefit is determined by how the contributions are invested. DC plans are typically characterized as follows:



- DC plans generally allow participant-directed investments and vest (or allow employees to receive benefits) sooner than DB plans.
- DC benefits are portable, which is becoming more important for workers in today's evolving marketplace where the average worker may switch jobs and even careers multiple times over the course of a lifetime.
- In DC plans, the rate of employer and/or employee contributions are usually defined as a percentage of salary. How much income a participant receives in retirement will depend on several factors, including salary level, duration of contributions, investment earnings and age at retirement.
- Typically, contributions are made on a tax-deferred basis, which means you don't pay taxes until you take the money out. Post-tax contributions are also possible, in which case distributions are not taxed.

### Discussion

- **Defined Benefit Plan**

Future employees of the PCEA are eligible to participate in the defined benefit plans administered by SamCERA (County of San Mateo) or CalPERS if approved by the retirement system. The CalPERS application process typically takes 12 months and requires a \$900 valuation fee and \$2,100 processing fee (Exhibit B). The SamCERA process may be shorter.

An actuarial evaluation will be performed to determine the employer contribution which consists of the normal cost and unfunded liability. Sample employer and member contribution rates for SamCERA are included in Exhibit A.

Employees would participate in Plan 7 which provides a benefit of 2% @ 62; e.g. an employee retiring at age 62 would receive 2% of their average highest 36 consecutive months of pensionable compensation times their years of service. The pensionable compensation is capped at \$117,020 in 2016. Contributions will only be taken to the cap limit. Employees would need to work for 5 years before they are vested in the plan, unless they have reciprocal service.

- **Defined Contribution Plan**

Alternatively, PCEA could establish a defined contribution plan where the Authority would establish a percentage of salary to be directed to a 401(a) account. There is flexibility in the amount of contribution, whether or not matching contributions are required; vesting requirements and establishing a separate program for employee contributions such as a 457(b). A DC plan would require a provider (similar to SamCERA or CalPERS) to serve as custodian for the tax-deferred assets, provide investment options, maintain recordkeeping and administer participant-level transactions.

## Considerations

There are many considerations in establishing the retirement benefit plan, including the attractiveness and competitiveness of the benefit to potential candidates during recruitment, the short- and long-term funding demands of the different plan options and prevailing practice in San Mateo County.

- Competitiveness—One approach to ensuring competitiveness would be to compare similar agencies such as Marin Energy Authority (MEA) and Sonoma Clean Power Authority (SCPA) (Exhibit C). In the 2010-11 Marin County Civil Grand Jury Report “Public Sector Pensions: A Perspective”, it is stated that “MEA designed its retirement program to provide a “three-legged-stool” assurance for retirement income. That metaphor is intended to convey the idea that private pensions, individual savings and investments, and Social Security are needed to provide stable income security in retirement. MEA will contribute 10% of salary to their employees’ pension plan and will pay the employers share into Social Security.” SCPA also provides a defined contribution plan (6% match 457(b) plan) to their employees.
- Cost—Predictability of funding is another major consideration. A DC plan provides flexibility and stability in the amount the employer contributes. A DB plan does not provide funding certainty as future earnings could increase or decrease, and employer contributions must compensate when revenues are projected to fall short of the promised benefits.

Similarly, if an employer chooses to terminate a DB plan, the long-term liability will still require continued annual funding. Those DB contributions will not end when the plan is terminated, and terminating a DB plan is complicated.

- Practice in San Mateo County—Public agencies in San Mateo County are typically provided defined benefit retirement plans.

## Next Steps

If a DC plan is selected, decisions must still be made on numerous specifications (e.g., eligibility/vesting requirements, employer/employee funding formula, distribution options, etc.). Staff can develop competitive design options for the PCEA’s consideration, identify provider partners, and secure legally-required contracts and plan documents.

If a DB plan is selected, the appropriate applications can be submitted so that the actuarial evaluation process can begin.

Complete implementation timelines can be developed depending on the PCEA’s DC-DB decisions.

If you have any questions or would like additional information, please contact me at 650-363-4676 or [jcastellano@smcgov.org](mailto:jcastellano@smcgov.org).

cc: Donna Vaillancourt, Director of Human Resources

## FSLRR Advisory Committee Agenda Report

**Date:** August 5, 2019

**To:** San Mateo County Flood and Sea Level Rise Resiliency Advisory Committee

**From:** Larry Patterson, Interim General Manager

**Subject:** Meeting Location and Dates for 2019 and January 2020

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### **RECOMMENDATION:**

That the Advisory Committee finalize and adopt the meeting schedule and locations for the remainder of calendar year 2019 and January 2020.

### **BACKGROUND:**

The Advisory Committee established their regular meeting date as the second Monday of each month and the meeting place as San Mateo City Hall, Conference Room C. The August meeting was moved to August 5, 2019.

In checking on meeting locations, it was determined that Conference Room C is available for all of the meetings except the meeting on September 9, 2019. Burlingame has offered to make the Lane Community Room in their Main Library available for the September meeting.

The second Monday of the month works for all months except November. Veterans Day falls on the Advisory Committee's normal meeting date (11/11/2019). I have reserved San Mateo City Hall, Conference Room C on Tuesday November 12, 2019 in case that is the most convenient date for rescheduling the meeting.

Confirming a location for the September meeting of the Committee and an alternate date and location for the November meeting will allow staff to finalize and publish the Advisory Committee meeting schedule for the remainder of 2019 and January 2020.

### **ATTACHMENTS:**

1. Draft Meeting Schedule

<b>Flood and Sea Level Rise Resiliency Advisory Committee</b>			
<b><i>Meeting Schedule</i></b>			
<b>Time</b>	<b>Date</b>	<b>Location</b>	<b>Notes</b>
4:00 to 6:00 PM	August 5, 2019	Conference Room C San Mateo City Hall 220 W. 20 <sup>th</sup> Avenue	This meeting was moved to the first Monday to allow participation by the Committee Chair
4:00 to 6:00 PM	September 9, 2019	Lane Community Room Burlingame Library 480 Primrose Road	San Mateo did not have room availability
4:00 to 6:00 PM	October 14, 2019	Conference Room C San Mateo City Hall 220 W. 20th Avenue	Interim Executive Director not available on this date. Meeting can be staffed by Public Works Director or designee
4:00 to 6:00 PM	November 11, 2019 <i>Veterans Day</i>	TBD	Committee to select alternate date. San Mateo City Hall Conference Room C has been reserved on Tuesday 11/12, just in case that is the preferred date.
4:00 to 6:00 PM	December 9, 2019	Conference Room C San Mateo City Hall 220 W. 20th Avenue	
4:00 to 6:00 PM	January 13, 2019	Conference Room C San Mateo City Hall 220 W. 20th Avenue	

## FSLRR Advisory Committee Agenda Report

**Date:** August 5, 2019

**To:** San Mateo County Flood and Sea Level Rise Resiliency Advisory Committee

**From:** Larry Patterson, Interim Executive Director

**Subject:** Flood and Sea Level Rise Investment Strategy RFQ/RFP and Sequencing Options

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### **RECOMMENDATION:**

That the Committee review, provide input regarding the timing of the draft Request for Qualifications for the Flood and Sea Level Rise Investment Strategy Request for Qualifications (RFQ).

### **BACKGROUND:**

The draft RFQ for the Investment Strategy was reviewed by the Advisory Committee at its July 12, 2019 meeting. The Committee had questions about the nature of the products produced as part of the Investment Strategy and whether the product(s) would have value if a permanent funding source for the Flood and Sea Level Rise Resiliency District (FSLRRD) is not approved as part of the District Start-up. In addition, the Committee was concerned about the scope and size of the proposed project which would require approximately 20 percent of the start-up funding

An important element of the (FSLRRD) Start-up is the preparation of a Flood and Sea Level Rise Investment Strategy (Investment Strategy). This Investment Strategy project will include a robust public education and engagement process. The public engagement process will continue the efforts of the County Office of Sustainability to raise public awareness about sea level rise and to introduce the public to the types of projects that will be necessary to address existing flooding issues and the added impact of climate change. This information will be important to property owners or voters who will be asked to approve on-going funding for the FSLRRD.

The selection of a two-step consultant selection process has been recommended. The first step will be to invite consultants or consultant teams to submit a Statement of Qualifications. The Statement of Qualifications will be evaluated by subject matter experts to identify consultants and consultant staff with the specific expertise to successfully perform the work. Those

consultants deemed qualified will be invited to submit proposals in response to a Request for Proposals. Submittal of a detailed scope of work and fee estimate for the preparation of the Investment Strategy will be required as part of the consultant responses to the Request for Proposals.

### ***Revised Scope of Work and Consultant Selection Process***

The draft RFQ includes necessary administrative and legal procedural information. However, the key components of the RFQ are the consultant selection process (Attachment 1) and the draft scope of work (Attachment 2). Key aspects of the consultant selection and scope of work include:

- The public engagement process is a central and very important part of the Investment Strategy;
- To the extent possible, the Investment Strategy will utilize available information including work on the existing Flood Resiliency projects;
- A Technical Working Group will be formed to guide and participate in the development of the Investment Strategy. This Technical Working Group will include subject matter experts from County Public Works, C/CAG, the County Office of Sustainability and the San Francisco Estuary Institute (SFEI). This Group will be responsible for bringing to the Investment Strategy the benefits and outcomes of recent work efforts such as the SFEI Adaptation Atlas recently released by the SFEI and the on-going efforts of C/CAG and the San Mateo County Office of Sustainability (OOS). These reports will be important building blocks upon which the Investment Strategy will be created;
- It is anticipated that information from the Investment Strategy will also inform the funding campaign that will identify potentially feasible funding options for, as a minimum, the on-going operations of the FSLRRD. However, the funding campaign will not be part of the Investment Strategy development. It is important that the funding campaign be separate from and contracted independently from the development of the Investment Strategy.
- Based on Committee input, the draft scope of work has been substantially revised to better describe the work and resultant products. The approach now focuses on developing project options within defined Study Areas within the County. The Investment Strategy will consider a range of improvement options that include both “grey” infrastructure such as levees, walls or breakwaters and “green” alternatives such as horizontal levees and marsh restoration.
- Potential Memorandums of Understanding organized around the identified project options within each Study Areas will be identified.
- The Statement of Qualifications will include an initial scope of work. Consultants will be encouraged to comment on the scope of work and recommend how it could be improved. They may be evaluated, in part, on their evaluation of the scope of work.

- The previous draft of the RFQ requested consultant input on how existing SFEI, OOS, BCDC and other sea level rise efforts can be incorporated into the development of the Investment Strategy. This issue has been resolved in the revised scope of work through the creation of a Technical Working Group and is no longer intended as an evaluation criterion.
- Consultants must submit a Statement of Qualifications to be eligible to submit a proposal. However, prime consultants may adjust their subconsultants once a detailed scope of work has been provided in the Request for Proposals.
- It is anticipated that the Request for Proposals will be issued after the General Manager is hired, provided that the current recruitment schedule is met.
- It is anticipated that the FSLRRD will award the consultant contract.

### ***Timing or Sequencing of the Work***

The RFQ currently anticipates that the entire effort (engineering, public engagement and funding option evaluation) will proceed concurrently. It also anticipates a parallel funding campaign. It would be possible to sequence the work which could improve the focus of each component of the work.

A key component of the work is establishing feasible funding methods for the needed improvements. This could vary between flood, sea level rise and regional stormwater projects. Therefore, one approach would be to first evaluate funding methods and their applicability within an Investment Strategy. Part of this work would be to define the funding need. In particular, it will be important to identify the on-going operational costs of the FSLRRD. Under this option, the engineering and public engagement work would be postponed until there is a better understanding of the need and its fiscal magnitude.

The revised scope of work anticipates developing the Investment Strategy around identification of a broad range of projects and Memorandums of Understanding to support these projects. It also anticipates a robust public engagement process in parallel to the required engineering effort. It would be possible to identify and pursue the existing and logical MOU's without pursuing the entire scope of work as described above. For example, the work could focus on known projects or needs. For example, the initial MOU's could include (but not be limited to) the following:

- Existing MOU's
  - Bayfront Canal
  - Navigable Slough
  - Belmont Creek
- Initial New MOU's
  - Belmont, Millbrae, SFO
  - Foster City and San Mateo Baywinds

- Coastal Erosion
- Countywide Regional Stormwater

The intent would be to make significant advancements with the existing MOU's that would include obtaining grant funding and moving them toward or even into construction. The intent would be to also initiate the work on new MOU projects that are known but not well defined at this point. This effort would include focused public engagement and project planning to provide better definition of what is needed and the associated community interests.

This approach would be to demonstrate, during the 3-year start-up, the ability to advance important projects through the use of MOUs with the support of the FSLRRD. A robust public engagement process would remain important but could be delayed until more information is known about the initial MOU's.

This sequencing of the work and attention to identifiable MOU's would improve the District's ability to manage the cost of the work and improve the focus for the work.

**FISCAL IMPACT:**

The consultant costs for the Investment Strategy will not be known until the final scope of work is negotiated following consultant selection. However, staff estimates that the cost to develop the Investment Strategy and conduct the robust public engagement process could be from \$900,000 to \$1,000,000. Funding for the project will be from the FSLRRD 3-year annual Start-up funding provided by the County and 20 cities.

**ENVIRONMENTAL REVIEW:**

Issuance of a Request for Qualifications is not considered a project under CEQA. Projects identified within or in response to the Investment Strategy may subsequently require environmental review.

**ATTACHMENTS:**

1. RFQ Excerpt: Consultant Selection Process
2. RFQ Excerpt: Draft Scope of Work



## **SECTION I - QUALIFICATIONS, EXPERIENCE, AND EVALUATION CRITERIA**

### **1.1 MINIMUM QUALIFICATIONS**

The Flood and Sea Level Rise Investment Strategy will require a variety of skills that may be provided by a single consulting firm or a team of consultants. Background information and a draft scope of work are provided in SECTION VI, *Background and Draft Scope of Work* of this Request for Qualifications. This information is provided to illustrate the type of work and suggest the required technical expertise under each infrastructure category: coastal erosion and sea level rise, flooding and regional stormwater.

The Investment Strategy will define specific projects where information exists (e.g. the Flood Resiliency Memorandum of Understanding (MOU) projects) or general project categories needed to address flood and sea level rise vulnerabilities in San Mateo County and will outline funding strategies that will be used to advance these projects. A robust public engagement process will be designed and implemented by the selected consultant to identify and address local community interests integral to the development of the Investment Strategy. The Investment Strategy will also inform residents and businesses about flood and sea level rise and expanding storm water quality requirements within the Municipal Regional Permit. The public engagement process will also provide an opportunity for communities with shared interests to consider options for addressing flood or sea level rise vulnerabilities. The Investment Strategy will provide recommendations for staffing and future work programs for the FSLRRD to help define what the on-going operating costs will need to be for the District to be successful in advancing projects to address flooding, sea level rise and regional stormwater needs.

There will be a separate but related effort directed by the FSLRRD that will focus on the appropriate campaign to explain property owner or voter approval of the funding strategy identified in the Investment Strategy to support the identified flood resiliency improvements. The funding campaign may include polling and public opinion research, evaluation of funding option feasibility and implementation of appropriate approval process or processes. This and related activities are outside the scope of the development of the Investment Strategy described in this Request for Qualifications.

The consultant should include staff or subconsultants to provide a wide range of technical expertise that may include but need not be limited to the following:

- Public information, outreach and engagement supported by strong graphical and illustrative skills
- Civil Engineering of large stormwater and flood resilience projects including both armoring techniques (e.g. levees, flood walls, breakwater) as well as more environmentally sensitive approaches (horizontal levees, marshland restoration);
- Public financing of large complex infrastructure projects;
- Environmental planning and evaluation of infrastructure projects along sensitive bay and coastal shorelines;
- Permitting through regulatory agencies such as, but not limited to, FEMA, US Army Corps of Engineers, Coastal Commission, Bay Conservation and Development Commission and the Regional Water Quality Control Board;

Proposals will be requested from consultants that demonstrate that they possess sufficient technical expertise to develop the Investment Strategy and the associated public engagement process.

### **1.2 SUMMARY OF QUALIFICATIONS**

Provide the following regarding the prime consultant and subconsultants.

## A. Consultant Staff and Subconsultants:

- (1) Titles and names of staff members who will be on the team responsible for the project, as well as the expected availability of the various individuals. Include the resume of the proposed project manager and the percent of time they will be dedicated to this project.
- (2) All applicable professional licenses and license numbers relevant to the project, the names of the holders of those licenses, and the names of the agencies issuing the licenses.
- (3) If portions of work will be performed by subconsultants, names of proposed subconsultants other than suppliers and descriptions of their respective responsibilities.

## B. Firm Experience

- (1) Title and description of specific projects successfully completed by the prime or subconsultants that are similar to the proposed Investment Strategy or include similar technical requirements to those required for the Flood and Sea Level Rise Investment Strategy.
- (2) Title and description of multi-agency or countywide public engagement efforts completed for public agencies.
- (3) Specific projects that illustrate the firm and subconsultant experience with flood and sea level resiliency project development, permitting, cost estimating or design.

**1.3 REFERENCES**

Provide at least three references from successfully completed projects of similar nature to that described in this solicitation, including the name of the organization for which work was performed, and the name, phone number, and e-mail address of an individual at the organization who was responsible for managing and accepting the work. Ensure that contact information is current. If the County cannot contact the reference because of incorrect or out-of-date information, the reference will be deemed not to have been provided.

**1.4 EVALUATION CRITERIA**

Statements of Qualifications will be evaluated in accordance with the following evaluation criteria:

- Proposed Staff
  - Specific experience of the proposed Project Manager
  - Experience of prime consultant's project staff related to the work proposed for the Investment Strategy
  - Experience with other public agencies
- Experience of consultant team
  - Technical qualifications and experience of subconsultants and their key personnel
  - Prime consultant resources and staff, apparent ability to meet any required timelines or other requirements
- - Understanding of the draft work tasks and suggestions or proposed changes
  - Draft work tasks have been included in this Request for Qualifications. However, a consultant scope of work is not requested as part of the RFQ. Instead, the consultant is asked to review and evaluate the draft work tasks and are encouraged to identify areas within the draft scope of work that need clarification, tasks that need revision, new tasks that would strengthen the project outcomes or tasks recommended for deletion.

## **PROJECT BACKGROUND AND DRAFT SCOPE OF WORK**

### **BACKGROUND**

Climate change will have a significant effect on San Mateo County, which has more people and property value at risk from the rising sea than any other county in the state. Sea level rise, coastal erosion, flooding and stormwater management are all going to be critical issues in the coming decades. The San Mateo County Sea Level Rise Vulnerability Assessment, completed in March 2018 found that in the event of a mid-level 2100 sea level rise scenario, property with an assessed value of \$34 billion would be flooded on the Bayshore and on the Coastside north of Half Moon Bay. In addition, the Vulnerability Assessment found that nearly \$1 billion in assessed property value could be at risk from erosion on the Coastside north of Half Moon Bay. The Vulnerability Assessment mapping recently prepared by the County Office of Sustainability has included a precipitation-based vulnerability evaluation.

Several efforts to address flooding, stormwater management, sea level rise, and coastal erosion in San Mateo County are already underway. Since 1959, the San Mateo County Flood Control District (FCD) has addressed flooding issues in three county flood zones with an annual budget of \$3.8 million. The County's Flood Resilience Program was started in 2016 with the mission to address cross-jurisdictional flood risks. The Flood Resilience Program is currently leading project development in collaboration with seven cities pursuant to three Memoranda of Understanding (MOU): Bayfront Canal (Redwood City, Atherton, Menlo Park, Unincorporated SMC); Belmont Creek (Belmont, San Carlos, Unincorporated SMC); and Navigable Slough (South San Francisco, San Bruno, Unincorporated SMC). Several cities have pursued their own flood and sea level rise protection projects, particularly the cities of San Mateo and Foster City. C/CAG is helping cities and the County identify and fund regional stormwater management infrastructure that will improve water quality and mitigate downstream flood risk. The County's Office of Sustainability has several planning initiatives related to sea level rise and climate change more broadly, including the Sea Change San Mateo County initiative. However, as identified by the 2014 Grand Jury Report, "Flooding Ahead: Planning for Sea Level Rise," the County and its 20 cities need a coordinated approach to effectively address flooding, SLR and coastal erosion across the County as a whole.

### **FLOOD AND SEA LEVEL RISE RESILIENCY DISTRICT**

In April of 2018, C/CAG's Countywide Water Coordination Committee, which consists of eight elected officials from across the County, formed an 18-person Staff Advisory Team (SAT) consisting of city, County, and other agency staff to develop a proposal to form an agency to address sea level rise, flooding, coastal erosion, and regional stormwater infrastructure on a countywide basis. The SAT completed an intensive six-month engagement and collaboration process, resulting in the creation of a proposal to create the San Mateo County Flood and Sea Level Rise Resiliency District (FSLRRD). The C/CAG Water Coordination Committee, the C/CAG Board and the San Mateo County Board of Supervisors reviewed and endorsed the FSLRRD proposal. The proposal was presented to the 20 City Councils in the County with a request for their endorsement and agreement to fund half of the

estimated FSLRRD start-up costs. The County will fund the other half of the start-up costs. The proposal has been endorsed by all 20 cities so the FSLRRD start-up, including preparation of a Flood and Sea Level Rise Investment Strategy, is funded.

The FSLRRD will be formed through amending the legislation that established the existing San Mateo County Flood Control District in 1959. The bill being advanced in the State Legislature to modify the San Mateo County Flood Control District is AB 825 (Mullin). The amendments would expand the responsibilities of the District beyond riverine flood mitigation. It will also move governance of the District from the County Board of Supervisors to a new board comprised of two members of the Board of Supervisors and five City Council members appointed by C/CAG. It is expected that AB 825 will be approved in the current legislative session and the new FSLRRD Board would be seated in January 2020.

The County is soliciting statements of qualifications from interested consultant teams on behalf of the FSLRRD in preparation for its formation to minimize delays in developing of the Investment Strategy. The contract for the work will be with the FSLRRD and will be managed by its General Manager or their designee.

## **SUMMARY**

The Flood and Seal Level Rise Investment Strategy will be an important product during the start-up of the FSLRRD. The Investment Strategy is being developed to provide information to those who will be asked to approve reliable on-going funding for the District. The Investment Strategy will include a focus on public outreach and engagement, supported by efforts to define adaptation options available to mitigate the effects of sea level rise, to address riverine flooding issues, and manage regional stormwater quality needs. The Investment Strategy will be a cornerstone for efforts to secure reliable on-going funding for the FSLRRD and its efforts to protect the San Mateo shorelines.

It is anticipated that the level of project detail included in the Investment Strategy will provide some specific projects where information is available, but in other cases will define the available options. Some estimates of probable costs will be developed and will be commensurate with the amount of design information currently available. The Strategy is likely to include more specificity regarding projects related to flooding and stormwater management given the maturity of existing programs in the County addressing those issues. However, for coastal erosion or sea level rise adaptation, detailed design, cost estimating, and prioritization will likely not be possible at this time. An important outcome of the Investment Strategy will be the identification of potential Memorandums between multiple agencies to advance identified project options. Some consultant support in the development of the needed Memorandums is anticipated.

## **PRIMARY OBJECTIVES**

The following objectives will guide the preparation of the Flood and Sea Level Rise Investment Strategy.

1. Organize the County into logical Study Areas using the San Francisco Estuary Institute Adaptation Atlas as an initial basis for this organization, make changes to the boundaries as appropriate and add consistent areas along the coastal shoreline as deemed appropriate.
2. Identify project options needed to address flooding, sea level rise, coastal erosion and regional stormwater infrastructure needs
3. Identify and support development of logical multi-agency partnerships or Memorandums of Understanding to advance the identified projects or recommended actions.
4. Define how the FSLRRD will help advance identified flooding, sea level rise mitigation and regional stormwater infrastructure projects and estimate the annual operating costs for appropriate organization and staffing of the FSLRRD needed to accomplish this objective.
5. Develop and conduct a robust public information and engagement process that supports a separate but parallel effort to gain approval of a property owner or voter initiative to fund the core services of the FSLRRD.
6. Define potential state and federal grant funding sources for flood, regional stormwater and sea level rise projects and outline how the FSLRRD can increase the potential for this funding.
7. Prepare a Flood and Sea Level Rise Investment Strategy that provides project options available for FSLRRD support, estimates annual funding required for development and management of Memorandums of Understanding projects and estimated FSLRRD annual operating costs.

#### **TECHNICAL WORKING GROUP**

A Technical Working Group will be formed to oversee and provide direct input into the Flood and Sea Level Rise Investment Strategy development. This Committee will likely include the FSLRRD project manager and designated staff from County Public Works, the Office of Sustainability and the City/County Association of Governments (C/CAG). It could also include subject matter experts from other agencies or non-profits including the San Francisco Estuary Institute. This Working Group will provide the selected consultant with background, information and data produced by important County and regional adaptation science, analysis and public engagement. It is anticipated that the Technical Working Group will be active participants with regular interaction with the consultant as the work proceeds.

#### **DRAFT WORK TASKS**

The following draft work tasks are provided to illustrate the work anticipated to complete the Investment Strategy. The consultant is encouraged to recommend clarifications, changes or additions to the proposed work tasks. Any proposed clarifications or changes will be considered and may be reflected in the scope of work to be included in the subsequent Request for Proposals.

#### ***Task 1: Organize the County into Geographic Areas (Study Areas) with Common Flood, Sea Level Rise, Coastal Erosion or Regional Stormwater Infrastructure Interests and Needs***

- a. As part of the San Francisco Bay Shoreline Adaptation Atlas (Atlas), the San Francisco Estuary Institute has defined Operational Landscape Units to define connected geographic areas with common physical characteristics that could logically be managed as individual units. It is anticipated that these OLU's will be the starting point for dividing San Mateo County into

geographic areas (Study Areas) for development of the San Mateo County Flooding and Sea Level Rise Investment Strategy.

- b. Study Areas will need to be developed for the coastal area. The Atlas focused on San Francisco Bay so it does not establish Operational Landscape Units for the San Mateo coast. The consultant will use consistent methods to define geographic areas of the San Mateo coast.

**Product: A map of the Study Areas defining the boundaries of common, flood, sea level rise, coastal erosion and regional stormwater infrastructure interests and needs**

***Task 2: Develop a Public Information and Engagement Implementation Plan***

- a. Working with the Technical Working Group, the consultant will develop and gain FSLRRD approval of an Implementation Plan for a robust and strategic public outreach, information and engagement program.
- b. The consultant team, in cooperation with the funding campaign team, will define anticipated materials needed to support the public engagement process and the funding campaign. This definition of needed support will be used to define the level of detail and final products of the technical tasks that will support the public education and engagement process.
- c. The Implementation Plan will define the approach to public engagement, such as the timing of phases of the outreach and engagement process, number and purpose of public meetings; the use of social and online media; use of the traditional media, etc.
- d. The Implementation Plan will define the roles and responsibilities of the consultant team and the recommended roles and responsibilities of the Technical Working Group, FSLRRD, County, C/CAG, funding campaign team and local agency staff.

**Product: Public Information and Engagement Implementation Plan addressing communication efforts throughout the project.**

***Task 3: Identify Known Areas and Causes of Flooding, Sea Level Rise Vulnerabilities and Regional Stormwater Infrastructure Needs***

*Subtask 3.1: Flooding*

- a. Working with the Technical Working Group, the consultant will identify the design, permitting, and environmental review needed for the existing MOU projects within the Flood Resilience Program and what funding is needed to advance the projects, including the Bayfront Canal/Atherton Channel watershed, Belmont Creek watershed, or the Navigable Slough areas.
- b. The consultant will also work with the Technical Working Group to identify existing flood control projects needed in existing Flood Control District subzones, including the Colma Creek, San Bruno Creek, and San Francisquito Creek zones.
- c. Working with the San Francisquito Creek Joint Powers Authority, the consultant will identify outstanding flood control project needs to address riverine flooding issues on San Francisquito Creek.

- d. The consultant will work with cities and County to identify any additional multi-jurisdictional flooding issues or projects throughout the County. Additional benefits such as recreation, access, water quality, and ecological should be identified.

**Product: A list and status of potential flood control and resiliency project options within each Study Area**

*Subtask 3.2: Coastal Erosion and Sea Level Rise*

- a. The Technical Working Group will assist the consultant in assembling and organizing sea level rise projections, vulnerability assessments, levee designs, recent coastal erosion measures or other information available through the San Mateo County Sea Level Rise Vulnerability Assessment, existing local projects, the Flood Control District, the Flood Resiliency Program, Resilient by Design project results, the Adaptation Atlas, and state and regional efforts or other sources within each reach.
- b. The consultant will identify potential coastal erosion and sea level rise mitigation projects or project categories that may be included within the Investment Strategy. Additional benefits such as recreation, access, water quality, and ecological should be identified.
- c. The consultant team will build upon the work completed by the Office of Sustainability and the Adaptation Atlas that describes shoreline actions ranging from “living shoreline” techniques to more traditional structural techniques like breakwaters, revetments or seawalls, hybrid measures as well as policy financial and regulatory tools. In support of the Implementation Plan the consultant will prepare visual graphics to illustrate potential adaptation options to address sea level rise, flooding and regional stormwater quality requirements along the San Mateo shorelines.

**Product: A list and status of potential sea level flooding and coastal erosion project options within each Study Area**

*Subtask 3.3: Regional Stormwater Infrastructure*

- a. Working with the Technical Working Group the consultant will identify existing and potential regional stormwater management and treatment projects, including existing projects in South San Francisco and Atherton, concepts in Belmont, San Bruno, and Redwood City, and future opportunities to be identified through the Office of Sustainability’s 2019 EPA Water Quality Improvement Fund grant.
- b. The consultant will work with the Technical Working Group and build upon the Countywide Stormwater Resource Plan, Reasonable Assurance Modeling, and local agency Green Infrastructure Plans to identify additional regional stormwater management project opportunities.
- c. The consultant will identify regional stormwater management project categories that are appropriate for inclusion in an Investment Strategy.

**Product: A list and status of potential regional stormwater management projects and options within each Study Area and the associated public outreach and engagement**

***Task 4: Assemble Conceptual Project Options within each Study Area to Address Flooding, Sea Level Rise and Regional Stormwater Infrastructure Needs, Provide Initial Evaluation of the Project Options and Recommend Study Area Agencies to Participate with the Advancement of Project Options within Existing or New Memorandums of Understanding (MOU's)***

- a. The consultant will assemble a list of the projects and options identified in Task 2 and organize them by Study Area and potential multi-agency Memorandums of Understanding. (Note: The consultant will be involved but will not be responsible for preparing or negotiating the MOU's). It is anticipated that the MOU's will be defined with each Study Area. However, the MOU for the Regional Stormwater Infrastructure projects may be better defined on a countywide basis given the likely sharing of costs and benefits of these improvements.
- b. The consultant will develop graphical information to illustrate the projects within each Study Area during the public engagement process
- c. Order of magnitude estimates of probable costs will be developed for each project within each Study Area
- d. Identify known property ownership, geotechnical, engineering, permitting and other issues that could impact the feasibility or costs of project options
- e. Funding methods appropriate for different types of projects will be identified and evaluated for their viability and potential for approval by property owners, voters or the public
- f. The consultant will update the public, stakeholders and elected officials on progress in defining an approach to sea level rise and flooding within San Mateo County. In particular, the consultant will provide background to explain why some approaches suggested during the public outreach and engagement are not recommended for inclusion within the Investment Strategy.
- g. Based on the findings regarding recommended project options, funding alternatives and input from the funding campaign consultant the consultant will develop a draft Investment Strategy to address sea level rise and flooding adaptation options, regional stormwater management needs and recommend specific projects, options and methods of funding. At this point, it is anticipated that budget level cost estimates of project options will be available. Prioritization of the projects is not anticipated as part of the Investment Strategy.

**Product: Draft Flood, Regional Stormwater and Sea Level Rise Investment Strategy and the associated public outreach and engagement**

***Task 5: Finalize the Flood, Regional Stormwater and Sea Level Rise Investment Strategy***

- a. The consultant will, based on the MOU and project management needs identified in Task 4, recommend staffing and organization of the FSLRRD and work with the Technical Working Group and FSLRRD Executive Director to estimate annual operating costs for the FSLRRD. The consultant will define annual local funding needs to support the staffing recommendations and recommend local funds required to advance projects. This work will be coordinated with the parallel funding campaign.
- b. It is not anticipated that enough initial or local funding will be available to fund multiple major projects. Instead, the Investment Plan will define how FSLRRD or MOU participant funding will



be used to leverage state and federal funding options to advance sea level rise, erosion and regional stormwater projects within the County.

- c. Finalize Investment Strategy and continue public outreach and engagement efforts.

**Product: Final Flood, Regional Stormwater and Sea Level Rise Investment Strategy including an Executive Summary and the associated public outreach and engagement**

## FSLRR Advisory Committee Agenda Report

**Date:** August 5, 2019

**To:** San Mateo County Flood and Sea Level Rise Resiliency Advisory Committee

**From:** Larry Patterson, Interim General Manager

**Subject:** Consideration of Alternate Advisory Committee Members and Other Ways to Engage Elected Officials

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### RECOMMENDATION:

That the Flood and Sea Level Rise Resiliency Advisory Committee postpone consideration of creating alternate members.

### BACKGROUND:

At the July 12, 2019 Advisory Committee meeting, the issue of alternate Committee members was raised. This issue had been raised previously by the C/CAG Countywide Water Coordination Committee. At that time, the direction was not to include alternates. Therefore, AB 825 does not anticipate alternates.

#### *Option to Amend AB 825*

AB 825 has been approved in the Assembly and has passed through two committees in the Senate. These committees will not be meeting within our timeline for the bill. It is headed for the Senate Appropriations Committee to be heard on August 12<sup>th</sup>. Assembly Member Mullin and his staff are working to get the bill on Consent at the Appropriations Committee. Senator Hill will be working to get the bill acted on by the full Senate as soon as possible. If passed, it will go back to the Assembly for concurrence and then on to the Governor for signature.

If the Advisory Committee wishes to include Alternate Members, the bill would need to be amended after approval by the Senate Appropriations Committee. These amendments would be discussed with the Assembly and Senate Committee Chairs and, if acceptable, it would go to Legislative Counsel and then back to the Senate Floor. The bill needs to be approved and out of the Senate by August 30<sup>th</sup> to then be signed by the Governor.

Staff has been advised by its legislative advocates that introducing an amendment to AB 825 this late in the process injects additional risk to the bill's approval this session. In addition, it is early in the Advisory Committee's existence so the need for alternates has not been clearly

established. If alternate Committee members are found to be necessary in the future as the Committee and ultimately the new Board matures, it would be possible to add alternates through relatively simple future action by the State Legislature. This would avoid jeopardizing approval of AB 825 in the current legislative session.

Clear direction from the Advisory Committee regarding the number and selection of alternates will be needed at the August 5, 2019 meeting if the Advisory Committee wishes to amend AB 825 to provide alternates. The direction will also need to be confirmed by the County Board of Supervisors making it harder to meet the legislative schedule requirements. The County's legislative staff has indicated that, if AB 825 were to be amended at this juncture, it would be optimal to be able to represent that C/CG has approved the amendment. This will not be possible since C/CAG will not be meeting in August.

***Other Options***

The suggestion to provide alternates to the Committee Members reflects an interest to provide opportunities for other elected officials to participate in the important work of the Advisory Committee and ultimately the new District Board. The Advisory Committee may wish to consider involvement of other elected officials on ad hoc committees or other functions as appropriate and as the work proceeds.

**FISCAL IMPACT:**

None

**ATTACHMENTS:**

None

## FSLRR Advisory Committee Agenda Report

**Date:** August 5, 2019

**To:** San Mateo County Flood and Sea Level Rise Resiliency Advisory Committee

**From:** Larry Patterson, Interim Executive Director

**Subject:** Consider the Executive Director Recruitment Ad Hoc Committee Recommendations regarding Executive Director Compensation and Retirement Benefits

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### **RECOMMENDATION:**

That the Committee approve the salary and retirement benefit recommendation of the Executive Director Recruitment Ad Hoc Committee.

### **BACKGROUND:**

The Advisory Committee discussed the salary and benefits for the Flood and Sea Level Rise Resiliency District (FSLRRD) Executive Director at its July 12, 2019 meeting. The Committee expressed concern regarding the ability to recruit qualified candidates if the retirement benefits provided are based on a defined contribution plan (e.g. 401K). The Committee asked that staff research the potential for a defined benefit plan through PERS or SamCERA. This item was then delegated to the Executive Director Recruitment Ad Hoc Committee. The Ad Hoc Committee recommendations are provided below.

### ***Retirement Benefits***

The Ad Hoc Committee received a preliminary comparison of defined contribution, PERS and SamCERA retirement benefit options. (Attachment 1) The Committee recommendations for FSLRRD Executive Director and employees retirement benefits are:

1. Do not pursue the PERS benefit option;
2. Investigate the feasibility and cost of SamCERA benefits;
3. Retain a defined contribution plan as an option;
4. Review the available options during negotiation with the preferred candidate;
5. The recruitment brochure should indicate that "A competitive benefits package will be offered."

***Executive Director Salary***

The recommended salary range for the Executive Director based on a comparison of internal and other similar positions is \$151,611 to \$189,571. A 5% differential is offered if the selected candidate possesses a license as a Professional Engineer. The Ad Hoc Committee was concerned that this salary would not be sufficient to attract qualified candidates. Their recommendations are:

- The salary should be reviewed with the selected recruiter to ensure that it will be competitive enough to attract qualified candidates.
- The language in the recruitment brochure should indicate that “The annual salary for this position is negotiable based on experience. “

**FISCAL IMPACT:**

The Executive Director position will be budgeted and funded for the 3-year Start-up period using Start-up funding provided by the County and 20 cities.

**ATTACHMENTS:**

1. Preliminary Comparison of Retirement Benefit Options

## Preliminary Comparison of Retirement Benefit Options

Characteristic	Defined Contribution Plan	PERS	SamCERA
Time to Implement		12 to 18 months	Unknown but likely less than with PERS
Cost	Established by District but likely 8% +/-	8.6% for new members 10 to 11% for Classic	
Risk	Very limited	Return on investment lower than established by PERS would produce unfunded liability and potential future costs	Would require further analysis.
Unique Concerns	Could impact recruitment of employees from the public sector	Would likely require agreement from 20 cities and County to accept shared or proportional liability during 3-year start-up. This could impact willingness of some agencies to continue their endorsement of the FSLRRD. With failure to gain on-going funding source, could result in city and county liability.	Would require 2/3 vote by FSLRRD and majority vote by BOS to approve participation in SamCERA. The Mosquito Abatement District joined SamCERA in about 1950. No other special districts have joined since then. It is anticipated that the assumption of liability under the SamCERA option would be similar to that under PERS.