Regular Board Meeting - March 11, 2020

1. Agenda Packet

   Documents:

   200311 AGENDA PACKET - POSTED 200306.PDF

2. Related Agenda Items

   Documents:

   CHAIRS PRESENTATION - 2020 HIGH SCHOOL PHOTO CONTEST WINNERS.PDF
   CHAIRS PRESENTATION - SAN DIEGO COUNTY WATER AUTHORITY.PDF
   AGENDA ITEM 8. A. - PRESENTATION.PDF
AGENDA

Regular Meeting
Governing Board of Sweetwater Authority
Wednesday, March 11, 2020 – 6:00 p.m.

• Call Meeting to Order and Roll Call

• Pledge of Allegiance to the Flag

• Opportunity for Public Comment
  Opportunity for members of the public to address the Board (Government Code Section 54954.6)

• Chair’s Presentation
  A. Recognition of 2020 High School Photo Contest Winners
  B. Presentation by Glenn Farrel, Director of Government Relations, San Diego County Water Authority

ACTION CALENDAR AGENDA

The following items on the Action Agenda call for discussion and action by the Board. All items are placed on the Agenda so that the Board may discuss and take action on the item if the Board is so inclined, including items listed for information.

1. Items to be Added, Withdrawn, or Reordered on the Agenda

2. Approval of Minutes
   A. Special Board Meeting of February 26, 2020
   B. Regular Board Meeting of February 26, 2020

Consent Calendar Items

Items to be acted upon without discussion, unless a request is made by a member of the Board, the Staff, or the Public to discuss a particular item, including items listed for information. All consent calendar items are approved by a single motion.

3. Approval of San Diego Gas & Electric Demands and Warrants

4. Approval of Demands and Warrants (excludes the San Diego Gas & Electric Demands and Warrants)

5. Consultant Selection for the Programmatic Permitting of the Property Operations and Maintenance Plan (Consultant Selection Committee meeting of 3/3/20)
   Recommendation: Award a multi-year contract to ICF Jones & Stokes, Inc.
6. Customer Bill Dispute – 258 5th Avenue, Chula Vista (Finance and Personnel Committee meeting of 3/4/20)
   Recommendation: Deny the request to reverse the one-time adjustment in the amount of $200 granted on December 26, 2019, and allow the customer to enter into an extended payment plan for 12 months.

**Action and Discussion Items**

7. Consideration to Issue a Request for Proposals for On-call General Construction Contractor(s) (Operations Committee meeting of 3/4/20)
   **Staff Recommendation:** Waive the application of the Authority's Procurement Policy regarding competitive bidding for construction projects in excess of $75,000; approve the Request for Proposals for On-call General Construction Contractor(s), including a statement in the letter indicating the Authority encourages participation of local contractors; and direct staff to bring proposals to the Operations Committee for consideration and recommendation to the Governing Board.

8. New Business
   A. Report on Initial Results of Flushing Program (Information Only) (No Enclosure)
   B. Selection Process for Federal and/or State Lobbyist

9. Old Business
   Review of Board Policies and Procedures (Policy 518)

10. Approval of Directors’ Attendance at Meetings and Future Agenda Items
    A. Per diem approval for Director Castaneda to attend Olivewood Garden’s 10th Anniversary Kick-off Event, National City – March 14, 2020
    B. Council of Water Utilities Meeting, San Diego County – The Butcher Shop Steakhouse, San Diego – Tuesday, March 17, 2020, 8:00 a.m. – Presentation by Serge Dedina, City of Imperial Beach Mayor and Co-founder and Executive Director of WILDCOAST
    C. Per diem approval for Directors that wish to attend the City of Chula Vista’s First Friday Breakfast, Chula Vista – April 3, 2020 (Item requested by Director Martinez)

**REPORTS AND INFORMATIONAL ITEMS**

The following Agenda items are placed on the Agenda to allow the persons designated to provide information to the Board and the Public. There is no action called for in these items. The Board may engage in discussion on any report upon which specific subject matter is identified on the Agenda, but may not take any action other than to place the matter on a future Agenda.

11. Communications Plan Metrics Reporting - FY 2019-20 First Quarter (Information Item) (Communications Committee meeting of 3/2/20)
    **Recommendation:** No action is required by the Governing Board.

12. Report of Legal Counsel

- Recent/Upcoming Community Events (No Enclosures):
  - Sweetwater Authority High School Photography Competition Reception at Bonita Museum – April 10, 2020, 5:30-7:30 p.m.
  - Spring Garden Festival – Water Conservation Garden – April 25, 2020, 9:00 a.m. – 3:00 p.m.
  - South Bay Earth Day – Memorial Park – May 2, 2020, 11:00 a.m. – 4:00 p.m.
  - Day of Play at Olivewood Gardens – July 18, 2020
  - Presentation to the Chula Vista Chamber of Commerce Utilities Subcommittee – July 29, 2020

14. Reports by Directors on Events Attended
Reports and discussion relating to events attended by the Directors.

A. Chula Vista Chamber of Commerce Annual Dinner – February 28, 2020
B. San Diego IRWM Summit – March 2, 2020
C. Local Government Commission (LGC) Yosemite Policymakers Conference – March 5-8, 2020

15. Directors’ Comments
Director's comments are comments by Directors concerning Authority business that may be of interest to the Board. Directors' comments are placed on the Agenda to enable individual Board members to convey information to the Board and the Public. There is no discussion or action taken on comments made by Board members.

CLOSED SESSION
At any time during the regular session, the Governing Board may adjourn to closed session to consider litigation, personnel matters, or to discuss with legal counsel matters within the attorney-client privilege. Government Code Section 54954.5.

Conference with Legal Counsel – Existing Litigation pursuant to Government Code Section 54956.9 (d)(1):

16. Adjournment

This agenda was posted at least seventy-two (72) hours before the meeting in a location freely accessible to the Public on the exterior bulletin board at the main entrance to the Authority’s office and it is also posted on the Authority’s website at www.sweetwater.org. No action may be taken on any item not appearing on the posted agenda, except as provided by California Government Code Section 54954.2. Any writings or documents provided to a majority of the members of the Sweetwater Authority Governing Board regarding any item on this agenda will be made available for public inspection at the Authority Administration Office, located at 505 Garrett Avenue, Chula Vista, CA 91910, during normal business hours. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990. Any person with a
disability who requires a modification or accommodation in order to participate in a meeting should direct such request to the Board Secretary at (619) 409-6703 at least forty-eight (48) hours before the meeting, if possible.

To e-subscribe to receive meeting agendas and other pertinent information, please visit www.sweetwater.org.

PUBLIC COMMENT PROCEDURES
Members of the general public may address the Board regarding items not appearing on the posted agenda, which are within the subject matter jurisdiction of the Governing Board. Speakers are asked to state name, address, and topic, and to observe a time limit of three (3) minutes each. Public comment on a single topic is limited to twenty (20) minutes. Anyone desiring to address the Governing Board regarding an item listed on the agenda is asked to fill out a speaker's slip and present it to the Board Chair or the Secretary. Request to Speak forms are available at the Speaker's podium and at www.sweetwater.org/speakerform.
SWEETWATER AUTHORITY GOVERNING BOARD
MINUTES OF THE SPECIAL MEETING

February 26, 2020

The Governing Board of Sweetwater Authority held a Special meeting on Wednesday, February 26, 2020 at the Sweetwater Authority Administrative Office, 505 Garrett Avenue, Chula Vista, California. Chair Castaneda called the meeting to order at 5:00 p.m.

• Roll Call

Directors Present: Josie Calderon-Scott, Jerry Cano, Steve Castaneda, José F. Cerda, Hector Martinez, *Jose Preciado (5:48 p.m.), and *Alejandra Sotelo-Solis (5:07 p.m.)

Directors Absent: None

Management, Staff and Others Present: General Manager Tish Berge, Assistant General Manager Jennifer Sabine, Legal Counsel Paula de Sousa, and Board Secretary Ligia Perez. Others present: Special Labor Counsel Frances Rogers of Liebert Cassidy Whitmore and Doug Johnson of Ralph Andersen & Associates.

• Pledge of Allegiance to the Flag

• Opportunity for Public Comment (Government Code Section 54954.3)

There was none.

CLOSED SESSION

At 5:01 p.m., the Board convened to meet in closed session with legal counsel for:

A. Conference with Labor Negotiator pursuant to Government Code Section 54957.6

Agency Negotiators: Frances Rogers, Special Labor Counsel
Tish Berge, General Manager
Jennifer Sabine, Assistant General Manager

Employee Organizations: Sweetwater Authority Employees’ Committee
Sweetwater Authority Middle Management Group
Sweetwater Authority Confidential Group

B. Conference with Labor Negotiator pursuant to Government Code Section 54957.6

Agency Negotiators: Frances Rogers, Special Labor Counsel
Tish Berge, General Manager
Unrepresented Employees: Assistant General Manager
Director of Administrative Services
Director of Engineering
Director of Distribution
Director of Finance
Director of Water Quality

C. Conference with Labor Negotiator pursuant to Government Code Section 54957.6:

Agency Negotiators: Steve Castaneda, Chair
Frances Rogers, Special Labor Counsel

Unrepresented Employee: General Manager

(Note: Director Sotelo-Solis entered the meeting at 5:07 p.m.)

(Note: Director Preciado entered the meeting at 5:48 p.m.)

There were no minutes taken, and the session was not audio-recorded. At 6:19 p.m., Chair Castaneda declared the meeting to be in open session. No reportable action was taken by the Governing Board.

- Adjournment

With no further business before the Board, Chair Castaneda adjourned the meeting at 6:19 p.m.

__________________________
Steve Castaneda, Chair

Attest:

__________________________
Ligia Perez, Board Secretary
SWEETWATER AUTHORITY GOVERNING BOARD
MINUTES OF THE REGULAR MEETING

February 26, 2020

The Governing Board of Sweetwater Authority held a Regular meeting on Wednesday, February 26, 2020, at the Sweetwater Authority Administrative Office, 505 Garrett Avenue, Chula Vista, California. Chair Castaneda called the meeting to order at 6:22 p.m.

• Roll Call
  Directors Present: Josie Calderon-Scott, Jerry Cano, Steve Castaneda, José F. Cerda, Hector Martinez, Jose Preciado, and Alejandra Sotelo-Solis
  Directors Absent: None
  Management, Staff, and Others Present: General Manager Tish Berge, Assistant General Manager Jennifer Sabine, Legal Counsel Paula de Sousa, and Board Secretary Ligia Perez. Staff members: Director of Engineering Ron Mosher and Director of Finance Rich Stevenson. Others present: Monica Salcedo, Christopher Thompson, and Mike Sampsel.

• Pledge of Allegiance to the Flag

• Opportunity for Public Comment (Government Code Section 54954.3)
  Chris Thompson and Monica Salcedo commented on their high water bill.
  Mike Sampsel commented on meeting minutes and the recent meeting of the Citizens Advisory Committee.

• Chair’s Presentation
  Comments from the Public Regarding Agency Staff

ACTION CALENDAR AGENDA

1. Items to be Added, Withdrawn, or Reordered on the Agenda
   There were none.

2. Approval of Minutes
   A. Special Board Meeting of February 10, 2020
   B. Special Board Meeting of February 11, 2020
   C. Regular Board Meeting of February 12, 2020
   Director Sotelo-Solis made a motion, seconded by Director Cano, that the Governing Board approve the minutes of the February 10, 2020 Special meeting, the
February 11, 2020 Special meeting, and the February 12, 2020 Regular meeting. The motion carried unanimously.

Consent Calendar Items

Chair Castaneda recused himself from consideration of Agenda Item 3 (Approval of San Diego Gas & Electric Demands and Warrants – Check number 152958 due to his contract with Sempra Energy, parent company of SDG&E, which Director Castaneda disclosed on the record.)

Director Sotelo-Solis made a motion, seconded by Director Cerda, that the Governing Board approve the consent calendar. The motion carried unanimously.

3. Approval of San Diego Gas & Electric Demands and Warrants – Check number 152958

4. Approval of Demands and Warrants (excludes San Diego Gas & Electric Demands and Warrants) – Check numbers 152920 through 152969 and electronic fund transfers 32587 through 32828

Recommendation: Approve the Port District’s request for remote service to serve the Sweetwater Bicycle Path and Promenade corridor.

6. Consideration to Award a Contract to Brax Company, Inc. to Perform Work on SDF Well No. 6 (Operations Committee Meeting of 2/19/20, Item No. 4. B.)
Recommendation: Award a contract to Brax Company Inc., Valley Center, CA, to perform work on SDF Well No. 6 in an amount not-to-exceed $65,000, and defer the work on SDF Well No. 1 to FY 2020-21, after the Board approves the FY 2020-21 Budget.

Action and Discussion Items

7. Energage Presentation on Employee Engagement Survey Results

   Director Sotelo-Solis made a motion, seconded by Director Cerda, that the Governing Board receive and file the report. The motion carried unanimously.

8. Review of Board Policies

   A. Review of Board Policies and Procedures (520 through 522, and 601 through 608) (Finance and Personnel Committee Meeting of 2/19/20, Item No. 4)
   Recommendation: Approve the recommended changes as presented.

   Director Sotelo-Solis made a motion, seconded by Director Cerda that the Governing Board approve items 8. A., 8. B., and 8. C.
Director Cano made a substitute motion, seconded by Director Martinez, that the Governing Board approve item 8. A. (Policies 520 through 522, and 601 through 608) as presented and discuss items 8. B. and 8. C. The motion carried unanimously.

B. Review of Board Policies and Procedures (Policy 518)

Director Calderon-Scott made a motion, seconded by Director Cano, that the Governing Board table this item for further discussion. The motion carried, with Directors Calderon-Scott, Cano, Castaneda, Martinez, and Preciado in favor, and Directors Cerda and Sotelo-Solis opposing.

C. Review of Board Policies and Procedures (501 through 509)

Director Sotelo-Solis made a motion, seconded by Director Cerda, that the Governing Board approve Policies 501 through 503, 505, and 508 as presented. The motion carried unanimously.

Director Preciado made a motion, seconded by Director Cano, that the Governing Board reject the recommended change to Policy 504, and approve the policy without section H. The motion carried, with Directors Calderon-Scott, Cano, Castaneda, Martinez, Preciado, and Sotelo-Solis in favor, and Director Cerda opposing.

Director Preciado made a motion, seconded by Director Sotelo-Solis, that the Governing Board approve Policy 506 as presented. The motion carried unanimously.

Director Preciado made a motion, seconded by Director Sotelo-Solis, that the Governing Board approve Policy 507 as presented.

Director Calderon-Scott made a substitute motion, seconded by Chair Castaneda, that the Governing Board direct staff to modify Policy 507 to be brought back to the Board for review and approval as follows: reestablish providing committee minutes to Policy 507; continue providing audio recordings; and reinstate previous policy wording that states “meeting minutes shall be prepared and made available to the Board as part of a publicly available agenda.” The motion carried with Directors Calderon-Scott, Cano, Castaneda, Martinez, Preciado, and Sotelo-Solis in favor, and Director Cerda opposing.

Director Preciado made a motion, seconded by Chair Castaneda, that the Governing Board approve Policy 509 as presented. The motion carried unanimously, with Director Sotelo-Solis absent.

9. Approval of Directors’ Attendance at Meetings and Future Agenda Items
A. Per diem approval for Director Castaneda to attend the San Diego IRWM Summit, El Cajon – March 2, 2020

B. Per diem approval for Directors who wish to attend the California Special Districts Association Special District Leadership Academy, San Diego – April 19-22, 2020
C. Association of California Water Agencies (ACWA) 2020 Spring Conference, Monterey, CA – May 5-8, 2020

D. California Special Districts Association Legislative Days, Sacramento – May 19-20, 2020

**Director Cano made a motion, seconded by Director Preciado, that the Governing Board approve per diem for Chair Castaneda to attend the San Diego IRWM Summit, March 2, 2020, and for Directors who wish to attend the California Special Districts Association Special District Leadership Academy, San Diego – April 19-22, 2020. The motion carried unanimously, with Director Sotelo-Solis absent.**

**REPORTS AND INFORMATIONAL ITEMS**

10. Financial Reports
   - Monthly Financials – January 2020

11. Report of Legal Counsel
   - The Public Records Act and Public Comment (No Enclosure)
   
   Legal Counsel de Sousa provided an update on AB 401 (Dodd) regarding bill credits for those below a certain poverty level; and clarified the California Public Records Act as it relates to information requests by members of the public.

12. Report of Management
   - Upcoming Community Events (Information Item) (No Enclosure)
     - Sweetwater Authority High School Photography Competition Reception at Bonita Museum – April 10, 2020, 5:30-7:30 p.m.
     - Day of Play at Olivewood Gardens – July 18, 2020
     - Presentation to the Chula Vista Chamber of Commerce Utilities Subcommittee – July 29, 2020

   General Manager Berge reported on:
   - the L Street pipeline replacement project;
   - assistance to the City of Chula Vista in obtaining the IBike grant;
   - BB&K’s assistance in connecting with the SD Sheriff regarding security issues at the Perdue Water Treatment Plant;
   - hosting the Helix Water District and the Regional Water Quality Control Board for field visits of the Flushing Program;
   - with the approval of Policy 510, looks forward to business meetings with Board members; and
   - provided a review of agendas for the next Operations, Finance and Personnel, Communications, Consultant Selection, and Otay/Sweetwater Working Group Ad Hoc Committees
13. Report of Representatives to the San Diego County Water Authority

Director Preciado reported on committee assignments of the new National City Representative; the long-range demand work forecast and the 2020 Urban Water Management Plan update; federal legislative priorities; litigation status with Metropolitan Water District; and provided documents to be distributed to the Board.

14. Reports by Directors on Events Attended

A. Meeting with Federal Lobbyist – January 13-14, 2020
   Director Sotelo-Solis provided a report.

B. Council of Water Utilities meeting – January 21, 2020
   Directors Calderon-Scott, Castaneda, Cerda, and Martinez provided a report.

C. San Diego Chapter California Special Districts Association Dinner Meeting – February 20, 2020
   Directors Castaneda, Cerda, Martinez, and Preciado provided a report.

15. Directors’ Comments

Director Preciado wished the Board a happy Wednesday.

Director Martinez commented on looking forward to various project results including the Feasibility Study and opportunities for early implementation; sand mining; developer survey; the fleet maintenance study; and the availability of funds.

Director Calderon-Scott thanked staff for making modifications to a memo presented to the Operations Committee.

Director Cerda commented on a customer issue regarding a fire hydrant, how the issue was resolved, and thanked staff for their assistance with this matter.

Director Sotelo-Solis commented on the upcoming City of National City’s State of the City Address at the Martin Luther King Jr. Center on Thursday, March 5, 2020 at 6:00 p.m. and the availability of tap water at the event.

CLOSED SESSION

At 8:15 p.m., the Board convened to meet in closed session with legal counsel for:

A. Conference with Real Property Negotiators pursuant to Government Code Section 54956.8: Two Cases

<table>
<thead>
<tr>
<th>Property</th>
<th>Assessor Parcel Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>521-040-21-00, 521-040-22-00, and 521-040-23-0014</td>
</tr>
</tbody>
</table>

Agency Negotiators: Tish Berge, General Manager
Negotiating Party: Paul W. Dunn and Joan M. Dunn Trust
Floyd Rosson, Agent

Under Negotiation: Price and Terms

Property: Assessor Parcel Number: 521-030-06-00

Agency Negotiators: Tish Berge, General Manager
Jennifer Sabine, Assistant General Manager
Ron Mosher, Director of Engineering
Paula de Sousa, Legal Counsel

Negotiating Party: Emil S. Thiefe

Under Negotiation: Price and Terms

B. Conference with Legal Counsel – Anticipated Litigation – Initiation of Litigation pursuant to Government Code Section 54956.9 (d)(4): One Case

There was no need for closed session on item:

C. Conference with Legal Counsel – Existing Litigation pursuant to Government Code Section 54956.9 (d)(1):


There were no minutes taken, and the session was not audio-recorded. At 8:36 p.m., Chair Castaneda declared the meeting to be in open session. No reportable action was taken by the Governing Board.

16. Adjournment

With no further business before the Board, Chair Castaneda adjourned the meeting at 8:37 p.m.

____________________________________
Steve Castaneda, Chair

Attest:

____________________________________
Ligia Perez, Board Secretary
## SWEETWATER AUTHORITY
### REVENUE FUND
#### Disbursements

**March 6, 2020**

<table>
<thead>
<tr>
<th>Warrant Number</th>
<th>Amount</th>
<th>Payable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>153007</td>
<td>$13,306.68</td>
<td>San Diego Gas &amp; Electric</td>
<td>Gas and electric service</td>
</tr>
<tr>
<td>153046</td>
<td>2,874.96</td>
<td>San Diego Gas &amp; Electric</td>
<td>Gas and electric service</td>
</tr>
</tbody>
</table>

**$16,181.64**  Warrant Disbursements
This page intentionally left blank.
<table>
<thead>
<tr>
<th>Warrant Number</th>
<th>Amount</th>
<th>Payable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>152970-</td>
<td>$3,194.44</td>
<td>Payroll</td>
<td>Payroll</td>
</tr>
<tr>
<td>152973</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>152974</td>
<td>20,905.78</td>
<td>John Hancock USA</td>
<td>Employer's contributions</td>
</tr>
<tr>
<td>152975</td>
<td>559.00</td>
<td>Lincoln National Life Insurance Co.</td>
<td>Employees' contributions</td>
</tr>
<tr>
<td>152976</td>
<td>2,898.00</td>
<td>Nationwide Retirement Solutions, Inc.</td>
<td>Employees' contributions</td>
</tr>
<tr>
<td>152977</td>
<td>274.62</td>
<td>Payroll</td>
<td>Payroll</td>
</tr>
<tr>
<td>152978</td>
<td>3,000.00</td>
<td>AAA Structural Engineering</td>
<td>Structural engineering services - IS office and Server Room Improvement Project</td>
</tr>
<tr>
<td>152979-</td>
<td>109.63</td>
<td>AT&amp;T</td>
<td>Monthly phone service - Loveland</td>
</tr>
<tr>
<td>152980</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>152981</td>
<td>22.25</td>
<td>AT&amp;T CALNET3</td>
<td>Phone service</td>
</tr>
<tr>
<td>152982</td>
<td>1,463.23</td>
<td>Bob's Crane Service, Inc.</td>
<td>Crane service</td>
</tr>
<tr>
<td>152983</td>
<td>2,207.71</td>
<td>California Water Efficiency Partnership</td>
<td>Membership dues</td>
</tr>
<tr>
<td>152984</td>
<td>890,492.00</td>
<td>CCL Contracting, Inc.</td>
<td>Construction - 36-inch transmission main replacement</td>
</tr>
<tr>
<td>152985-</td>
<td>1,077.28</td>
<td>City of Chula Vista</td>
<td>Sewer service</td>
</tr>
<tr>
<td>152988</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>152989</td>
<td>526.05</td>
<td>Copy Link Inc.</td>
<td>Monthly copier maintenance</td>
</tr>
<tr>
<td>152990</td>
<td>6,610.00</td>
<td>County of San Diego</td>
<td>Permit renewal</td>
</tr>
<tr>
<td>152991</td>
<td>8,327.03</td>
<td>Domino Solar, LTD</td>
<td>Solar electric service</td>
</tr>
<tr>
<td>152992</td>
<td>1,411.82</td>
<td>Enterprise FM Trust</td>
<td>Leased vehicle</td>
</tr>
<tr>
<td>152993</td>
<td>205.42</td>
<td>Federal Express Corporation</td>
<td>Delivery service</td>
</tr>
<tr>
<td>152994</td>
<td>350.00</td>
<td>Firemaster</td>
<td>Hazmat building inspection</td>
</tr>
<tr>
<td>152995</td>
<td>465.00</td>
<td>Fit To Work, Inc.</td>
<td>Comprehensive ergonomic evaluation</td>
</tr>
<tr>
<td>152996</td>
<td>5,897.52</td>
<td>Hopkins Technical Products, Inc.</td>
<td>Chlorine analyzer</td>
</tr>
<tr>
<td>152997</td>
<td>4,827.38</td>
<td>Hudson Safe<em>T</em>Lite Rentals</td>
<td>Traffic control plans</td>
</tr>
<tr>
<td>152998</td>
<td>1,950.00</td>
<td>Jacobs Engineering Group, Inc.</td>
<td>Safety training</td>
</tr>
<tr>
<td>152999</td>
<td>14,447.07</td>
<td>Ninyo &amp; Moore</td>
<td>Geotechnical services</td>
</tr>
<tr>
<td>153000</td>
<td>1,009.02</td>
<td>Otay Water District</td>
<td>Water purchase</td>
</tr>
<tr>
<td>153001</td>
<td>500.00</td>
<td>PARS - Public Agency Retirement Services</td>
<td>Monthly trust administrator service fee</td>
</tr>
<tr>
<td>153002</td>
<td>808.55</td>
<td>Penhall Company</td>
<td>Concrete maintenance</td>
</tr>
<tr>
<td>153003</td>
<td>5,169.57</td>
<td>Prizm Janitorial Services, Inc.</td>
<td>Monthly janitorial services</td>
</tr>
<tr>
<td>153004</td>
<td>975.00</td>
<td>Reclaimed Aggregates, Inc.</td>
<td>Dump fees</td>
</tr>
<tr>
<td>153005</td>
<td>3,756.32</td>
<td>Roman's Truck Body &amp; Paint</td>
<td>Vehicle body repairs</td>
</tr>
<tr>
<td>153006</td>
<td>740.00</td>
<td>San Diego County Superintendent of Schools</td>
<td>Splash Lab - Olivewood Gardens Day of Play</td>
</tr>
<tr>
<td>153008</td>
<td>391.59</td>
<td>Sectran Security, Inc.</td>
<td>Monthly armored car service</td>
</tr>
</tbody>
</table>

Page 1 of 4
<table>
<thead>
<tr>
<th>Code</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>153009</td>
<td>$220.00</td>
<td>State Water Resources Control Board Professional certifications</td>
</tr>
<tr>
<td>153011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>153012</td>
<td>3,000.00</td>
<td>SVPR Communications Public relations</td>
</tr>
<tr>
<td>153013</td>
<td>2,656.22</td>
<td>TransAmerican Mailing &amp; Fulfillment, Inc. Flushing notification mailing</td>
</tr>
<tr>
<td>153014</td>
<td>195.00</td>
<td>URISA - Southern California Chapter Membership renewal</td>
</tr>
<tr>
<td>153015</td>
<td>35,000.00</td>
<td>Utilis, Inc. Satellite leak detection analysis</td>
</tr>
<tr>
<td>153016</td>
<td>350.00</td>
<td>Vista Irrigation District Staff training</td>
</tr>
<tr>
<td>153017</td>
<td>610.85</td>
<td>West Coast Sand &amp; Gravel, Inc. Construction supplies</td>
</tr>
<tr>
<td>153018</td>
<td>2,271.35</td>
<td>Western Water Works Supply Co., Inc. Inventory supplies</td>
</tr>
<tr>
<td>153019</td>
<td>85.31</td>
<td>Bruce Lee Smith Developer refund</td>
</tr>
<tr>
<td>153020</td>
<td>288.14</td>
<td>Bruce M. Boogaard Developer refund</td>
</tr>
<tr>
<td>153021</td>
<td>613.10</td>
<td>Gabriel Lee Developer refund</td>
</tr>
<tr>
<td>153022</td>
<td></td>
<td>Void</td>
</tr>
<tr>
<td>153023</td>
<td>1,810.80</td>
<td>KD F Avenue, LLC Developer refund</td>
</tr>
<tr>
<td>153024</td>
<td>83.34</td>
<td>National Contractors Developer refund</td>
</tr>
<tr>
<td>153025</td>
<td>207.07</td>
<td>The Herrera Family Trust of 2002 Developer refund</td>
</tr>
<tr>
<td>153026</td>
<td>256,267.16</td>
<td>Aetna Life Insurance Monthly health insurance premium</td>
</tr>
<tr>
<td>153027</td>
<td>592.00</td>
<td>Art's Trench Plate &amp; K-Rail Service, Inc. Equipment rental</td>
</tr>
<tr>
<td>153028</td>
<td>2,052.49</td>
<td>AT&amp;T CALNET3 Phone services</td>
</tr>
<tr>
<td>153029</td>
<td>130.00</td>
<td>Baker Door Company, Inc. Preventative Maintenance - Administration Building</td>
</tr>
<tr>
<td>153030</td>
<td>1,749.28</td>
<td>Bennett-Bowen &amp; Lighthouse, Inc. Uniform service</td>
</tr>
<tr>
<td>153031</td>
<td>6,308.28</td>
<td>Brenntag Pacific, Inc. Water treatment chemicals</td>
</tr>
<tr>
<td>153032</td>
<td>103,900.95</td>
<td>Burtech Pipeline, Inc. Construction - Secondary Pipeline Program</td>
</tr>
<tr>
<td>153033</td>
<td>140,469.06</td>
<td>Cass Construction, Inc. Pipeline replacement - capital projects</td>
</tr>
<tr>
<td>153034</td>
<td>4,209.46</td>
<td>Colonial Life &amp; Accident Insurance Company Employees' contributions</td>
</tr>
<tr>
<td>153035</td>
<td>1,224.41</td>
<td>ESA - Environmental Science Association, Inc. Environmental services - SWR Wetlands</td>
</tr>
<tr>
<td>153036</td>
<td>20,343.06</td>
<td>Frank &amp; Son Paving, Inc. Ms. Smarty Plants assemblies - Feaster Charter Elementary School</td>
</tr>
<tr>
<td>153037</td>
<td>760.00</td>
<td>Friends of the Water Conservation Garden Delivery services</td>
</tr>
<tr>
<td>153038</td>
<td>167.90</td>
<td>General Logistics Systems US, Inc. Monthly communication service - Loveland</td>
</tr>
<tr>
<td>153039</td>
<td>107.12</td>
<td>Globalstar USA Monthly health insurance premium</td>
</tr>
<tr>
<td>153040</td>
<td>58,859.45</td>
<td>Kaiser Foundation Health Plan Monthly vision insurance premium</td>
</tr>
<tr>
<td>153041</td>
<td>2,500.82</td>
<td>Medical Eye Services, Inc. Monthly life and long-term disability insurance premium</td>
</tr>
<tr>
<td>153042</td>
<td>10,715.39</td>
<td>Mutual of Omaha Subscription renewal</td>
</tr>
<tr>
<td>153043</td>
<td>5,712.27</td>
<td>NEOGOV Water purchase</td>
</tr>
<tr>
<td>153044</td>
<td>55.56</td>
<td>Otay Water District Inventory supplies</td>
</tr>
<tr>
<td>153045</td>
<td>9,030.60</td>
<td>Pacific Pipeline Supply CAL-Card purchases</td>
</tr>
<tr>
<td>153047</td>
<td>64,193.99</td>
<td>U.S. Bank Corporate Computer loan</td>
</tr>
<tr>
<td>153048</td>
<td>2,000.00</td>
<td>Adam Dingley</td>
</tr>
</tbody>
</table>

Page 2 of 4
### SWEETWATER AUTHORITY
**REVENUE FUND DISBURSEMENTS**

March 6, 2020

<table>
<thead>
<tr>
<th>Code</th>
<th>Amount</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>153049</td>
<td>$19,434.88</td>
<td>Standard Insurance Company</td>
<td>Monthly dental insurance premium</td>
</tr>
<tr>
<td>153050</td>
<td>860.46</td>
<td>GAMA Engineering, Inc.</td>
<td>Developer refund</td>
</tr>
<tr>
<td>153051</td>
<td>869.63</td>
<td>Henkels &amp; McCoy</td>
<td>Customer refund</td>
</tr>
<tr>
<td>153052</td>
<td>35.90</td>
<td>Kevin Kearns</td>
<td>Customer refund</td>
</tr>
<tr>
<td>153053</td>
<td>30.34</td>
<td>Pathfinder Raintree Residential II</td>
<td>Customer refund</td>
</tr>
</tbody>
</table>

**Electronic Transfer:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>32829-</td>
<td>$320,167.52</td>
<td>Payroll</td>
</tr>
<tr>
<td>33022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33023</td>
<td>3,348.50</td>
<td>WageWorks, Inc.</td>
</tr>
<tr>
<td>33024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33025</td>
<td>46.15</td>
<td>Payroll</td>
</tr>
<tr>
<td>33026</td>
<td>297.00</td>
<td>City Employees Association (CEA)</td>
</tr>
<tr>
<td>33027</td>
<td>90.00</td>
<td>SWA Confidential Group</td>
</tr>
<tr>
<td>33028</td>
<td>467.00</td>
<td>SWA Association (SARA)</td>
</tr>
<tr>
<td>33029</td>
<td>1,328.89</td>
<td>Barrett Engineered Pumps, Inc.</td>
</tr>
<tr>
<td>33030</td>
<td>2,729.55</td>
<td>California Commercial Security</td>
</tr>
<tr>
<td>33031</td>
<td>88.00</td>
<td>Clinical Laboratory of San Bernardino, Inc.</td>
</tr>
<tr>
<td>33032</td>
<td>356.46</td>
<td>Hach Company</td>
</tr>
<tr>
<td>33033</td>
<td>2,756.00</td>
<td>Hill Brothers Chemical Co.</td>
</tr>
<tr>
<td>33034</td>
<td>2,331.15</td>
<td>Infosend, Inc.</td>
</tr>
<tr>
<td>33035</td>
<td>3,314.44</td>
<td>JCI Jones Chemicals, Inc.</td>
</tr>
<tr>
<td>33036</td>
<td>5,215.34</td>
<td>Kemira Water Solutions, Inc.</td>
</tr>
<tr>
<td>33037</td>
<td>38.29</td>
<td>NDS</td>
</tr>
<tr>
<td>33038</td>
<td>1,067.42</td>
<td>OfficeTeam</td>
</tr>
<tr>
<td>33039</td>
<td>24,497.82</td>
<td>Polydyne, Inc.</td>
</tr>
<tr>
<td>33040</td>
<td>477.94</td>
<td>Prudential Overall Supply</td>
</tr>
<tr>
<td>33041</td>
<td>1,011.33</td>
<td>SC Fuels</td>
</tr>
<tr>
<td>33042</td>
<td>644.04</td>
<td>WageWorks, Inc.</td>
</tr>
<tr>
<td>33043</td>
<td>3,947.00</td>
<td>Paymentus Credit Card Fees</td>
</tr>
<tr>
<td>33044</td>
<td>6,503.21</td>
<td>Union Bank of California</td>
</tr>
<tr>
<td>33045</td>
<td>22,362.49</td>
<td>CalPERS 457 Plan</td>
</tr>
<tr>
<td>33046</td>
<td>80,190.22</td>
<td>CalPERS Retirement Plan</td>
</tr>
<tr>
<td>33047</td>
<td>21,605.14</td>
<td>EDD State of California</td>
</tr>
<tr>
<td>33048</td>
<td>127,975.80</td>
<td>Internal Revenue Service</td>
</tr>
<tr>
<td>33049-</td>
<td>10,815.71</td>
<td>EPX Credit Card Fees</td>
</tr>
<tr>
<td>33050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33051</td>
<td>17,839.03</td>
<td>Avista Technologies, Inc.</td>
</tr>
<tr>
<td>33052</td>
<td>33,555.54</td>
<td>Best Best &amp; Krieger</td>
</tr>
<tr>
<td>33053</td>
<td>435.00</td>
<td>Boot World, Inc.</td>
</tr>
</tbody>
</table>

Page 3 of 4
SWEETWATER AUTHORITY
REVENUE FUND DISBURSEMENTS

March 6, 2020

<table>
<thead>
<tr>
<th>Code</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>33054</td>
<td>$80.00</td>
<td>Clinical Laboratory of San Bernardo, Inc. Laboratory testing</td>
</tr>
<tr>
<td>33055</td>
<td>662.64</td>
<td>Core &amp; Main L.P. Inventory supplies</td>
</tr>
<tr>
<td>33056</td>
<td>61,067.48</td>
<td>Ferguson Enterprises, Inc. Inventory supplies - meters</td>
</tr>
<tr>
<td>33057</td>
<td>348.48</td>
<td>ProBuild Company LLC Construction supplies</td>
</tr>
<tr>
<td>33058</td>
<td>157.02</td>
<td>Prudential Overall Supply Uniform service</td>
</tr>
<tr>
<td>33059</td>
<td>127.22</td>
<td>Red Wing Business Advantage Account Safety shoes</td>
</tr>
<tr>
<td>33060</td>
<td>689.87</td>
<td>SC Fuels Monthly fuel purchase</td>
</tr>
<tr>
<td>33061</td>
<td>19.85</td>
<td>United Parcel Service Delivery service</td>
</tr>
<tr>
<td>33062</td>
<td>2,041.19</td>
<td>Verizon Wireless Monthly cellular service</td>
</tr>
<tr>
<td>33063</td>
<td>210.24</td>
<td>WageWorks, Inc. Monthly fees - flexible spending account benefit</td>
</tr>
<tr>
<td>33064</td>
<td>217.03</td>
<td>Luisa Ruiz Reimbursement - expenses</td>
</tr>
<tr>
<td>33065</td>
<td>Void</td>
<td>Void</td>
</tr>
</tbody>
</table>

$2,505,665.92 Warrant Disbursements
TO: Governing Board
FROM: Management
DATE: March 6, 2020
SUBJECT: Consultant Selection for the Programmatic Permitting of the Property Operations and Maintenance Plan

SUMMARY
In the Fall of 2019, Authority staff completed the draft Property Operation and Maintenance Plan (Draft O&M Plan) documenting the necessary operations and maintenance activities on Authority-owned properties at Sweetwater Reservoir and at Loveland Reservoir. This endeavor, previously not formally documented in any type of a plan, evolved over time to also include properties managed by the Authority within the water distribution system. A copy of the Draft O&M Plan is attached for reference.

Many of the activities performed on Authority property require permits from various agencies, such as the U.S. Army Corps of Engineers, U.S. Fish & Wildlife Service, California Department of Fish and Wildlife, and the Regional Water Quality Control Board, to name a few. Currently, the Authority seeks a permit for each required maintenance and operational activity on a case-by-case basis, which is time consuming and an inefficient use of staff resources.

The FY 2019-20 Budget provides funding to initiate the programmatic permitting of operations and maintenance activities as described in the Draft O&M Plan. This would provide “blanket” permits for the activities described in the Draft O&M Plan. To achieve this, the Authority is seeking an environmental consulting firm to assist with the preparation of environmental compliance documentation and the acquisition of programmatic regulatory permits for O&M activities (Proposed Project), as described in the Draft O&M Plan.

The Request for Qualifications (RFQ) for the Proposed Project, dated December 9, 2019, was issued directly to twenty-six consultants, advertised on the California Association of Environmental Professionals (AEP) website, and posted on the Authority’s website. A copy of the RFQ is attached for reference. On January 22, 2020, the following three consultants submitted Statements of Qualifications (SOQs) for the Proposed Project:

- Environmental Science Associates (ESA)
Memo to: Governing Board
Subject: Consultant Selection for the Programmatic Permitting of the Property
Operations and Maintenance Plan
March 6, 2020
Page 2 of 3

- Ericsson-Grant, Inc. (EGI)
- ICF Jones & Stokes, Inc. (ICF)

Copies of the SOQs from these three consultants are attached for reference.

PAST BOARD ACTION
June 12, 2019 Board Adopted Resolution 19-14: Adopting a Budget for FY 2019-20

FISCAL IMPACT
The FY 2019-20 Budget for the Proposed Project includes $45,000 for CEQA Documentation and $30,000 for Permitting and Mitigation Planning. Additional funds will be requested in FY 2020-21 to continue the work on this multi-year project. Although the work associated with the scope of the project this fiscal year is anticipated to be less than $75,000, it is expected that the acquisition of the needed permits will take up to three years, and the total cost of the consulting services will exceed this threshold over time. The total cost of the project is unknown and is dependent on responses and requirements from resource agencies.

POLICY
The Authority’s Purchasing Policy requires Governing Board approval to award contracts in excess of $75,000.

Strategic Plan Goal 7: Environmental Stewardship (ES) – Provide core services while maintaining a balanced approach to human and environmental needs.

- Objective ES7: Develop and Implement Comprehensive Operations and Maintenance Plan for Sweetwater and Loveland Reservoirs and other Authority properties and obtain permits from Regulatory Agencies.
  - 002.00 Environmental Review and Permitting.

ALTERNATIVES
1. Select consultant based on Statements of Qualifications for Board approval.

2. Schedule interviews with the three consultants who submitted Statements of Qualifications.

3. Other recommendations as identified by the Consultant Selection Committee.
Memo to: Governing Board
Subject: Consultant Selection for the Programmatic Permitting of the Property Operations and Maintenance Plan
March 6, 2020
Page 3 of 3

STAFF RECOMMENDATION
Staff defers to the Consultant Selection Committee and the Governing Board for direction.

COMMITTEE RECOMMENDATION
The Consultant Selection Committee recommends that the Governing Board award a multi-year contract to ICF Jones & Stokes, Inc. (ICF) for the Programmatic Permitting of the Property Operation and Maintenance Plan.

ATTACHMENTS
1. Draft Property Operation and Maintenance Plan
2. Request for Qualifications for the Programmatic Permitting of the Property Operations and Maintenance Plan
3. Statement of Qualifications from Environmental Science Associates (ESA)
4. Statement of Qualifications from Ericsson-Grant, Inc. (EGI)
5. Statement of Qualifications from ICF Jones & Stokes, Inc. (ICF)
This page intentionally left blank.
PROPERTY
OPERATIONS AND MAINTENANCE PLAN
(O&M PLAN)

SWEETWATER AUTHORITY

INITIAL DRAFT
August 2019

Prepared by:

Sweetwater Authority
505 Garrett Avenue
Chula Vista, California 91910

Main Contact:
Israel Marquez, Environmental Project Manager
Phone Number: (619) 409-6759
E-mail: imarquez@sweetwater.org
TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS ................................................................................. 3
1.0 INTRODUCTION........................................................................................................... 5
2.0 BACKGROUND ............................................................................................................ 6
  2.1 Properties Description .............................................................................................. 6
     2.1.1 Loveland Reservoir .......................................................................................... 6
     2.1.2 Sweetwater Reservoir ................................................................................... 9
     2.1.3 Other Facilities in the Middle and Upper Watershed ........................................ 9
     2.1.4 Service Area Facilities .................................................................................. 11
  2.2 Activities Not Covered by the O&M Plan ................................................................. 13
3.0 GOALS AND OBJECTIVES ...................................................................................... 15
  3.1 Streamlining of Programmatic Approvals ............................................................... 15
  3.2 Management Practices ............................................................................................ 16
     3.2.1 Staff Training, Coordination, and Record Keeping ........................................... 16
  3.3 Plan Amendments Process ..................................................................................... 17
  3.4 Current Plan Amendments ..................................................................................... 17
4.0 SCOPE AND IMPLEMENTATION ............................................................................. 18
  4.1 Property Management ............................................................................................ 18
     4.1.1 Defensible Space ........................................................................................... 18
     4.1.2 Fencing, Gates, and Signage ........................................................................... 19
     4.1.3 Pest Control and Nuisance Wildlife Management ........................................... 20
     4.1.4 Operational Trails ......................................................................................... 21
     4.1.5 Road Network Management ........................................................................... 21
     4.1.6 Brush Management ....................................................................................... 23
     4.1.7 Landscaping and Grounds Maintenance ....................................................... 24
     4.1.8 Enforcement Actions ..................................................................................... 24
     4.1.9 Site Specific O&M ....................................................................................... 25
  4.2 Drainage Systems and Soil Stabilization ................................................................. 27
     4.2.1 Drainage Facilities ......................................................................................... 27
     4.2.2 Erosion Prevention and Sediment Controls .................................................... 28
  4.3 Reservoir Facilities Management ........................................................................... 29
     4.3.1 Dams and Dikes Maintenance ....................................................................... 29
     4.3.2 Log Booms Maintenance and Repairs ............................................................. 30
     4.3.3 Reservoir Floor Maintenance ....................................................................... 30
     4.3.4 Water Transfers ............................................................................................. 31
     4.3.5 Sweetwater Reservoir Urban Runoff Diversion System (URDS) ....................... 31
     4.3.6 Boating and Boat Launch Ramps ................................................................. 34
  4.4 Public Recreation ..................................................................................................... 35
     4.4.1 Fishing Programs ........................................................................................... 35
     4.4.2 Regional Trails ............................................................................................... 36
5.0 ENVIRONMENTAL MEASURES ............................................................................ 37
6.0 REFERENCES ........................................................................................................... 40
LIST OF FIGURES

Figure 1  Regional Map
Figure 2  Loveland Reservoir
Figure 3  Sweetwater Reservoir
Figure 4  Service Area

LIST OF APPENDICES

APPENDIX A  O&M Mapbook and Vegetation Management Schematics
APPENDIX B  Generic Water Pollution Control Plan
# ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF</td>
<td>Acre-foot</td>
</tr>
<tr>
<td>Authority</td>
<td>Sweetwater Authority</td>
</tr>
<tr>
<td>BMP</td>
<td>Best Management Practice</td>
</tr>
<tr>
<td>BVR</td>
<td>Bonita Valley Reservoir</td>
</tr>
<tr>
<td>CAL FIRE</td>
<td>California Department of Forestry and Fire</td>
</tr>
<tr>
<td>CDFW</td>
<td>California Department of Fish and Wildlife</td>
</tr>
<tr>
<td>CEA</td>
<td>Conservation Easement Area</td>
</tr>
<tr>
<td>CEQA</td>
<td>California Environmental Quality Act</td>
</tr>
<tr>
<td>COSD</td>
<td>County of San Diego</td>
</tr>
<tr>
<td>CRHT</td>
<td>California Riding and Hiking Trail</td>
</tr>
<tr>
<td>DDW</td>
<td>California Department of Drinking Water</td>
</tr>
<tr>
<td>DPR</td>
<td>California Department of Pesticide Regulations</td>
</tr>
<tr>
<td>DSOD</td>
<td>Division of Safety of Dams</td>
</tr>
<tr>
<td>ESA</td>
<td>Environmentally Sensitive Area</td>
</tr>
<tr>
<td>FAHJ</td>
<td>Fire Authority Having Jurisdiction</td>
</tr>
<tr>
<td>GAC</td>
<td>Granular Activated Carbon</td>
</tr>
<tr>
<td>HMA</td>
<td>Habitat Mitigation Area</td>
</tr>
<tr>
<td>HMP</td>
<td>Habitat Management Program</td>
</tr>
<tr>
<td>JWA</td>
<td>Joint Water Agencies</td>
</tr>
<tr>
<td>LOD</td>
<td>Limits of Disturbance</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MSL</td>
<td>Mean Sea Level</td>
</tr>
<tr>
<td>NPDES</td>
<td>National Pollutant Discharge Elimination System</td>
</tr>
<tr>
<td>NWR</td>
<td>San Diego National Wildlife Refuge</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>Operations and Maintenance</td>
</tr>
<tr>
<td>O&amp;M Plan</td>
<td>Operations and Maintenance Plan</td>
</tr>
<tr>
<td>PVC</td>
<td>Polyvinyl Chloride</td>
</tr>
<tr>
<td>QSD/QSP</td>
<td>Qualified SWPPP Developer/Practitioner</td>
</tr>
<tr>
<td>ROW</td>
<td>Public Right-of-Way</td>
</tr>
<tr>
<td>RWQCB</td>
<td>San Diego Regional Water Quality Control Board</td>
</tr>
<tr>
<td>SBID</td>
<td>South Bay Irrigation District</td>
</tr>
<tr>
<td>SDCWA</td>
<td>San Diego County Water Authority</td>
</tr>
<tr>
<td>SDF</td>
<td>San Diego Formation</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>SWRCB</td>
<td>State Water Resources Control Board</td>
</tr>
<tr>
<td>SWPPP</td>
<td>Storm Water Pollution Prevention Plan</td>
</tr>
<tr>
<td>U.C.</td>
<td>University of California</td>
</tr>
<tr>
<td>URDS</td>
<td>Sweetwater Reservoir Urban Runoff Diversion System</td>
</tr>
<tr>
<td>USACE</td>
<td>U.S. Army Corps of Engineers</td>
</tr>
<tr>
<td>USFS</td>
<td>U.S. Forest Service</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

Primary Author:
Israel Marquez, Environmental Project Manager, Sweetwater Authority

Sweetwater Authority Contributors/Reviewers:
Justin Brazil, Director of Water Quality
Erick Del Bosque, Engineering Manager (Water Resources)
Adam Dingley, Watershed Caretaker Supervisor
Pete Famolaro, Biologist
Victor Gaus, Reservoir Operations Specialist
Nathan Golder, Distribution Manager
Mark Hatcher, Laboratory Supervisor/Regulatory Analyst
Ron Mosher, Director of Engineering
Jim Smith, Principal Engineering Design Technician
Luis Valdez, Engineering Manager (Infrastructure)
Mike Wallace, Engineering Manager (Construction and Watershed Management)

Special thanks to the Sweetwater Authority’s Governing Board, Tish Berge, Jennifer Sabine, Dina Yorba, Jim Smyth, Pete Baranov, Scott McClelland for their support during the planning and preparation of this O&M Plan.

The first working drafts of this document were developed with the support of Wood Environment & Infrastructure Solutions.
1.0 INTRODUCTION

Sweetwater Authority (Authority) has prepared the Property Operations and Maintenance Plan (O&M Plan) in an effort to formalize the operations and maintenance activities that occur, or are proposed to occur (hereinafter referred to as “O&M”), within the Authority’s lands, including Authority-owned properties and easements. The O&M Plan covers activities related to maintenance, repairs, and minor improvements of facilities, such as structural damage repairs to outdoor facilities, grounds maintenance and landscaping, brush management, and reservoir and recreational programs maintenance. The O&M Plan also describes and covers certain critical operational activities, such as water transfers from one reservoir to another. Other water purveyor activities, such as the replacement of distribution system facilities or processes related to water treatment, are not covered by this O&M Plan, but are briefly discussed in the O&M Plan for reference purposes. A main goal of the O&M Plan is to eventually facilitate and streamline internal and external approvals for O&M. In the case of externally regulated O&M, programmatic permitting and agreements with the resource and regulatory agencies will be pursued. The O&M Plan will be subject to the proper environmental and public review. The O&M Plan includes the following main sections:

Section 1. Introduction – Provides a general introduction of the O&M Plan.

Section 2. Background – Provides a brief background of the Authority, its facilities and lands, and also identifies which activities are not covered by the O&M Plan.

Section 3. Goals and Objectives – Describes the goals and objectives of the O&M Plan, including obtaining programmatic permitting from regulatory agencies and procedures for amending the O&M Plan.

Section 4. Scope and Implementation - Describes the O&M activities covered under the O&M Plan, which are organized in four broad categories:

1. Property Management
2. Drainage Systems and Soil Stabilization
3. Reservoir Facilities Management
4. Public Recreation

Section 5. Environmental Measures – This section describes the environmental measures that Authority staff is to follow while conducting O&M activities in undeveloped lands, environmentally sensitive areas (ESAs), and other areas of concern.

The O&M Plan is being developed in concert with other documents with the main goal of ensuring full regulatory compliance and minimizing environmental impacts to the greatest extent possible. The main appendices to the O&M Plan include:

Appendix A. O&M Mapbook and Vegetation Management Schematics – A series of maps (“Mapbook”) with references to existing land covers is currently being developed for the O&M Plan. The Mapbook will help Authority staff identify the appropriate environmental measures applicable at each unique location while conducting the O&M activities described in the O&M Plan. Vegetation Management Schematics for are also included in Appendix A. The schematics are aimed to capture and communicate how brush management is to be conducted in Authority managed lands.

Appendix B. Generic Water Pollution Control Plan – The Water Pollution Control Plan (WPCP) was developed to inform workers of industry standard Best Management Practices (BMPs) used to protect water quality from stormwater and non-stormwater pollution.
2.0 BACKGROUND

Formed in 1977, the Authority is a public water agency providing water service to southwestern areas of San Diego County, specifically National City, western and central Chula Vista, and the unincorporated community of Bonita (Figure 1). The Authority was formed by a Joint Powers Agreement between South Bay Irrigation District (SBID) and the City of National City, and is governed by a seven-member Board of Directors, with five Directors elected from divisions in the SBID and two Directors appointed by the Mayor of National City. The Authority provides water service to approximately 190,000 customers within its 36-square-mile service area.

2.1 Properties Description

The Authority owns and manages approximately 5,200 acres of property in the middle and upper portions of the Sweetwater River watershed (watershed), which includes the Sweetwater Reservoir property and the Loveland Reservoir property. The Authority also maintains facilities within the middle and upper watersheds that are located in Authority easements, including the Sloane Canyon slide gate at Willow Lake and a diversion system that protects Sweetwater Reservoir from polluted runoff, known as the Sweetwater Reservoir Urban Runoff Diversion System (URDS).

In addition to facilities and properties in the upper and middle watershed, the Authority owns and manages many facilities located within its service area, including two water treatment plants, multiple well sites, and a distribution system that includes various tank sites, pump stations, and approximately 390 miles of transmission and distribution mains. While most of the tanks, pump stations, and wells are located in urban and suburban areas and in property owned in-fee by the Authority, most of the transmission mains are located within the public right-of-way (ROW) or easements.

2.1.1 Loveland Reservoir

Loveland Reservoir is located within approximately 3,300 acres of land owned in-fee by the Authority, approximately 17 miles upstream of Sweetwater Reservoir, and within the boundaries of the Cleveland National Forest (Figure 2). When filled to capacity at an elevation of 1,355 feet above mean sea level (MSL), the 25,387 acre-foot (AF) reservoir has a surface area of approximately 455 acres. Runoff is captured from the 102-square mile upper Sweetwater River watershed, primarily during spring and winter months, and transferred to Sweetwater Reservoir via the Sweetwater River channel. Facilities at or adjacent to Loveland Reservoir include Sweetwater Falls Dam ("Loveland Dam"), the Loveland Reservoir Saddle Dam (dike), the Caretaker’s residence and office, a road network, a small boat dock, small storage buildings, and a public shoreline fishing area, dock, and supporting parking lot. The California Riding and Hiking Trail (CRHT) traverses portions of the Loveland Reservoir property.
Figure 1. Regional Map

Property Operations and Maintenance Plan
Figure 2. Loveland Reservoir

Property Operations and Maintenance Plan
2.1.2 Sweetwater Reservoir

Sweetwater Reservoir is located within approximately 1,793 acres of land owned by the Authority, approximately 17 miles downstream of Loveland Reservoir, and adjacent to the San Diego National Wildlife Refuge, or NWR (Figure 3). The 28,079 AF reservoir has a surface area of approximately 978 acres when filled to capacity at an elevation of 239 feet MSL. It can be drawn down to a minimum pool elevation of 196.6 feet MSL with a surface area of approximately 270 acres and a volume of 3,350 AF. Major facilities located at or adjacent to Sweetwater Reservoir include the Robert A. Perdue Water Treatment Plant, Sweetwater Dam, the intake tower, the South Dike, a 42-inch water main, the URDS, a road network, the shoreline fishing facilities, and recreational trails. Other major facilities include two aqueducts owned and operated by the San Diego County Water Authority (SDCWA). In addition to water storage and treatment facilities, the Authority currently maintains habitat preserves on the Sweetwater Reservoir property as mitigation for various projects; these include the Sweetwater Reservoir Habitat Management Program (HMP), Skelton Habitat Mitigation Area (HMA), and the Sweetwater Reservoir Shoreline Fishing Program Conservation Easement Area (CEA).

2.1.3 Other Facilities in the Middle and Upper Watershed

**Sweetwater Reservoir Urban Runoff Diversion System** - The URDS is comprised of a system of drainage and diversion facilities designed to protect Sweetwater Reservoir from potential negative water quality impacts resulting from urbanization and agriculture upstream of Sweetwater Reservoir (Authority, 2014). The URDS allows for runoff capture, pollutant removal within constructed wetlands via sedimentation and phytoremediation, and runoff diversion from the Sweetwater Reservoir. Typical runoff diversions include the winter “first flush” storm event and dry season low flows. The URDS is also capable of capturing and diverting away from the reservoir any “emergency runoff” (i.e., runoff contaminated by hazardous spills upstream of the reservoir). The URDS was constructed in three phases: Vista del Lago (late 1970s), Phase I (1991), and Phase II (1998). While most of the URDS is located within the Sweetwater Reservoir property, portions of the URDS were built on easements within the NWR and ROW currently managed by the State of California. The entire URDS is located within the middle watershed.

**Fishing Programs and Recreational Trails** - Each of the two surface water reservoirs owned by the Authority provide opportunities for limited recreation, consisting of shoreline fishing and recreational trail use. Non-contact fishing opportunities exist at both reservoirs in designated areas. At Sweetwater Reservoir fishing is allowed in a 2.5-mile stretch of the southwest shoreline. At Loveland Reservoir fishing is allowed along a 5-mile stretch of the eastern shoreline. Regional recreational trails also exist at both reservoirs, including the Sweetwater Reservoir Riding and Hiking Trail at Sweetwater Reservoir and the CRHT at Loveland Reservoir; these regional trails are not managed by the Authority, but their maintenance is coordinated with the Authority. In addition to the regional recreational trails, the fishing programs have small trail networks that are open to the public when the fishing programs are open.
Figure 3. Sweetwater Reservoir

Property Operations and Maintenance Plan
Sloane Canyon Slide Gate - The Sloane Canyon Slide Gate is located downstream of Loveland Reservoir within an Authority easement in property managed by the Sycuan Band of the Kumeyaay Nation (Sycuan Tribe). The Sloane Canyon Slide Gate easement area includes access area and the streambed stabilizer at the downstream end of Willow Lake in the former Sloane Canyon Sand Mine. The slide gate acts as a stabilizer and was constructed downstream of Willow Lake in order to control severe erosions during storm events, as ordered by an emergency Watercourse Permit issued by the County of San Diego (COSD) to Calmat Company/Fenton Materials in August 1988.

2.1.4 Service Area Facilities

The Authority’s service area includes National City, the western and central portions of Chula Vista, and the unincorporated community of Bonita (Figure 4). The service area includes the water treatment and distribution system facilities.

Robert A. Perdue Water Treatment Plant - The Perdue Water Treatment Plant (WTP) is located on the north side of Sweetwater Reservoir and, while geographically located in the middle watershed, the Perdue WTP is considered part of the Authority’s service area due to its function. The Perdue WTP treats raw water to produce up to 30 million gallons per day (MGD) of potable water. Raw or untreated water is pumped from the reservoir or obtained from the SDCWA aqueduct; water is then treated to remove color, turbidity, taste, odor, and bacteriological contamination through coagulation, flocculation, dissolved air flotation, sedimentation, filtration, and disinfection; and the potable water is then conveyed into the distribution system.

Richard A. Reynolds Groundwater Desalination Facility - The Richard A. Reynolds Groundwater Desalination Facility (Desalination Facility) is in the City of Chula Vista on the northern banks of the Sweetwater River and immediately adjacent to National City. The Desalination Facility uses reverse-osmosis treatment (R/O) to remove dissolved salts, microscopic particles, and other contaminants which could be found in the brackish groundwater. The Desalination Facility began operating in 1999 drawing brackish groundwater from six wells. Construction for a phase two expansion of the Desalination Facility included installation of three additional reverse osmosis trains, a new iron and manganese treatment system, drilling of five new brackish groundwater wells, installation of 23,000 feet of pipe, and additional system upgrades. The Desalination Facility now has a full production potential of 10 MGD of drinking water and provides Authority customers with about one-third of their annual water supply. The Desalination Facility’s sustainable design also includes 2,950 ground-mounted solar photovoltaic panels as an alternative energy source.

Bonita Valley Reservoir – The Bonita Valley Reservoir (BVR) is a reinforced concrete underground reservoir located in Bonita, south of the Sweetwater River. BVR can store up to 18 million gallons (MG) of potable water (RECON, 1982).

Service Area Parcels and Easements - Treated water is distributed to customers via approximately 390 miles of pipeline (ranging from 2- to 48-inch diameter), 23 pump stations (with a total capacity of 36,000 gallons per minute) and 25 storage tanks (with a total storage capacity of 42.8 MG). While tanks and pump stations are located on small parcels of land owned by the Authority or on easements granted to the Authority, transmission and distribution mains are located mostly on easements or the public ROW.
Figure 4. Service Area

Property Operations and Maintenance Plan
The Authority owns multiple parcels scattered throughout the service area. These parcels, mostly associated with treatment and distribution facilities, include many sites that support small reservoirs, tanks, wells, and pump stations. In addition, a small number of parcels owned by the Authority are currently undeveloped, such as the proposed National City Tank parcel. The Authority also holds multiple easements with distribution and treatment facilities throughout the service area. Easements in the service area are generally located in private property or property owned by other public agencies.

2.2 **Activities Not Covered by the O&M Plan**

There are multiple operational and maintenance activities that the Authority conducts on a regular basis that are not part of this O&M Plan because they are out of the scope of this O&M Plan or because they are conducted under specific existing permit conditions. As a general rule, operations and maintenance of water treatment facilities, habitat preserves, reservoir operations, or distribution system operations, should not be considered covered by this O&M Plan, unless specifically discussed in Section 4 of this document. Amendments to this O&M Plan would be addressed as outlined in Section 3.3 *Plan Amendments*.

**Open Water Management** - The following activities are examples of open water management activities not covered by the O&M Plan:

- Operation of the reservoirs from minimum pool to the high water mark associated with storage of natural runoff and imported water. This activity is currently regulated by the State Water Resources Control Board (SWRCB) and the Division of Safety of Dams (DSOD).

- Surface waters chemical applications. Sweetwater Reservoir is occasionally treated with chemicals to improve water quality and meet drinking water regulations. For example, to eliminate taste and odor associated with eutrophication and subsequent algae blooms associated with excess nutrients, the reservoir is treated with copper sulfate, along with citric acid as chelating agent. Copper sulfate applications to Sweetwater Reservoir to control algae are covered under the Aquatic Pesticide Statewide NPDES Permit (SWRCB, 2016). Chemicals used for water treatment at the Perdue WTP are all National Sanitation Foundation approved and their usage is covered/regulated under the Authority’s State Board-DDW Water Supply Permit.

- Sediment extraction for reservoir capacity management purposes. Minor dredge and fill activities in the reservoirs is proposed and may be required if related to O&M activities outlined in Section 4, but not for reservoir capacity management or for marketing of dredged materials.

- Water quality sampling and water quality-related investigative studies, including the use of divers and boats.

- Water extraction for fire emergencies and training exercises, including helicopter or fixed wing aircraft water extraction.

- Water pumping for water treatment.
• Maintenance associated with quagga mussels. Currently, maintenance and inspection activities associated with quagga mussels are covered under the Authority’s Quagga Mussel Monitoring and Control Plan, which was developed in accordance with California Department of Fish & Wildlife (CDFW) regulatory requirements (Hatcher, 2009).

**Water Treatment, Water Distribution, and Associated Programs** – Most of the water treatment and distribution facilities have their own O&M procedures and manuals and their own programs and regulatory permits. For example, there is a Standard Operating Procedure (SOP) for O&M of valves in the distribution system or an NPDES permit for discharges associated with drinking water facilities. Facilities in the service area with their own O&M, SOPs, programs, or permit conditions are not covered by this O&M Plan. Replacement or installation of distribution tanks, pump stations, transmission and distribution water mains, laterals, hydrants, valves, meters, and other distribution system appurtenance are not covered by this O&M Plan.

**Monitoring or Maintenance of Private Wells** – While the Authority may monitor certain private wells within the watershed or service area, the Authority has no responsibility regarding maintenance of private wells.

**Habitat Management** – The Authority has several mitigation requirements in place to protect and manage sensitive species and habitat within specific areas of the Authority properties, including the Sweetwater Reservoir HMP, Sweetwater Reservoir Shoreline Fishing Program CEA, Skelton HMA and the URDS II Biological Monitoring Program. Habitat and species management activities are conducted by the Authority and include maintenance and enhancement of existing habitat, control of invasive species, and revegetation of native species. Habitat and species management activities are not considered part of the O&M Plan as they occur as result of existing permit requirements.

**Mosquito Control** – COSD Vector Control Program staff inspects Sweetwater Reservoir property for nuisance and disease carrying mosquitos in the vicinity of inhabited dwellings. Physical control is conducted as necessary by Authority staff, cleaning and removing debris from the URDS channels and other water collection points. Biological control is performed as necessary by COSD staff, and includes adding mosquito fish to the URDS ponds and water collection points where the water stagnates and mosquito breeding can occur (COSD, 2019).

**Emergency Actions** – Emergency actions or procedures are not part of the O&M Plan.
3.0 GOALS AND OBJECTIVES

The Authority’s mission is to provide current and future customers with a safe, reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs. This O&M Plan is consistent with the Authority’s mission. In an effort to maximize the use of its assets, the Authority has adopted, through its strategic planning process, the goal of achieving “uninterrupted, long-term water supply through investment, maintenance and innovation.” More specifically, the Authority has the goal of “maintaining its facilities and infrastructure to optimize its useful life and performance.” The O&M Plan also meets that specific purpose for the properties that are covered by the strategic plan (Authority, 2017). Furthermore, the O&M Plan has the following specific objectives:

- **Objective 1. Identify and describe O&M activities within the scope of the O&M Plan** - Identify O&M activities that occur, or are proposed to occur, on Authority properties. This Plan focuses on maintenance, repairs, and minor improvements of facilities.

- **Objective 2. Streamline O&M activities using programmatic approvals** - The Authority will request programmatic permits or agreements with the applicable resource agencies to streamline the external approval of O&M activities.

- **Objective 3. Describe the management practices conducted to avoid or minimize environmental impacts** - The Plan describes management practices developed to avoid or minimize environmental damage that are required to be performed by Authority staff or its contractors.

- **Objective 4. Plan Amendments** - The Plan will be amended, as necessary, to improve property management practices and O&M activities.

3.1 Streamlining of Programmatic Approvals

Water supply and reliability are the main concerns of the Authority. In order to ensure that water delivered to its customers meets and exceeds all standards, the Authority understands that a well-maintained system is necessary. The Authority conducts all of its functions, including O&M, in compliance with regulatory requirements and is consistent with numerous federal and state regulations including, but not limited to, the federal and state Safe Drinking Water acts, federal Clean Water Act, Migratory Bird Treaty Act, National Historic Preservation Act, federal and state Endangered Species acts, Homeland Security Act, California Fish and Game Code, and California Water Code. The Authority complies with local fire ordinances, which regulate activities such as vegetation clearing and brushing to reduce fire hazards and maintain emergency access. In addition, the Authority coordinates with other local agencies on a regular basis to be consistent with local ordinances, such as vector control conducted by the COSD.

In order to streamline future permitting processes, the Authority intends to pursue programmatic permitting for the applicable O&M that are regulated by the resource and regulatory agencies. Permit streamlining for multiple O&M activities conducted on Authority properties would reduce time required for agency coordination and review, increasing overall efficiency. Programmatic permitting will also allow for comprehensive planning, including conservation and mitigation planning, that contributes to the recovery and protection of sensitive resources. Potential permitting mechanisms are Habitat
Conservation Plans administered by the U.S. Fish and Wildlife Service (USFWS), Natural Community Conservation Plans administered by CDFW, Regional General Permits administered by the U.S. Army Corps of Engineers (USACE) and certified by the California Regional Water Quality Control Board, San Diego Region (RWQCB), and programmatic Lake and Streambed Alteration Agreements administered by CDFW.

### 3.2 Management Practices

The purpose of the management practices, which include the Environmental Measures, Appendix A, and Appendix B, is to prescribe measures that would be implemented on a case-by-case basis to avoid or minimize potential environmental impacts.

**Environmental Measures** – The Environmental Measures (Section 5 of O&M Plan) includes applicable environmental measures aiming to avoid or minimize potential environmental impacts. These environmental measures developed for the O&M Plan will accomplish the following objectives:

1. Inform Authority staff and authorized representatives of the adopted measures used to avoid or minimize environmental impacts and to ensure consistency with permit conditions, as applicable.

2. Serve as mitigation measures for areas of concern.

**Appendix A. O&M Mapbook and Vegetation Management Schematics** – Concurrent with the preparation of the O&M Plan, an annotated Mapbook is being created to identify facilities within each managed property and the land covers surrounding such facilities. The Vegetation Management Schematics, also included in Appendix A, are aimed to communicate to Authority staff, in general terms, the desired measurements and practices for vegetation control and removal. Appendix A is for reference purposes and may be updated as needed.

**Appendix B. Generic Water Pollution Control Plan** – The purpose of the WPCP is to ensure that O&M activities conducted by Authority staff or its authorized representatives do not result in pollution of waters or waterways regulated by RWQCB. While the WPCP complements the environmental measures, its main goal is ensuring that all O&M activities are conducted with applicable stormwater BMPs.

### 3.2.1 Staff Training, Coordination, and Record Keeping

**Staff Training** – Authority staff that work in or adjacent to regulated resources shall attend an employee-training program which shall be reviewed annually, and updated as necessary. The training program will include an overview of sensitive biological, cultural, and water resources on Authority-owned properties and easements; summary and application of the relevant environmental regulations; discussion of standard and relevant BMPs; and procedures to address and resolve potential issues or other conflicts that are not specifically addressed in the O&M Plan. A similar educational program shall be held for all contractors participating in O&M. Appropriate educational materials summarizing the program shall be made available to contractors prior to the initiation of applicable O&M on Authority managed lands.
Compliance Monitoring – The Authority will be responsible for compliance monitoring, as needed, to ensure that O&M activities are being carried out in accordance with the O&M Plan, its appendices, and applicable permit conditions. Implementation of the O&M Plan is not only intended to facilitate internal communications between Authority staff in different departments, but also a cooperative and interactive partnership with the regulatory agencies. Therefore, these agencies shall be provided reasonable site access upon request to observe implementation of O&M activities. Any identified compliance deficiencies shall be discussed between the Authority and the regulatory agencies to determine remedial measures. Similarly, the Authority would provide reports to the regulatory agencies that summarize the O&M that were conducted. The reports shall also quantify and describe impacts to regulated resources and how the permit conditions are being met.

3.3 Plan Amendments Process

It is anticipated that modifications to the O&M Plan will occur due to changes in state and federal regulations, “lessons learned,” regulatory agency guidance, Authority’s Policies and Procedures, newly identified activities not currently covered under the O&M Plan, or currently unforeseen scenarios. The Authority plans to review this O&M Plan every five years or as necessary, with the ultimate goal of ensuring system reliability by conducting O&M as efficiently as possible. Any identified amendment to the O&M Plan is expected to follow the process outlined below:

1. Identify purpose and need of proposed amendment(s).

2. Identify the nature of proposed amendment(s).
   a. Action-amendment would be the modification, inclusion, or removal of an O&M action.
   b. Site-amendment would be the removal from, or inclusion of a site to the O&M Plan.

3. Identify if any regulatory/environmental review is triggered by the proposed amendment(s), and comply with regulatory/environmental review as required.

4. Adopt or reject proposed amendment(s).

Plan amendments can also occur to clarify language of the O&M Plan and may have little to no significance in the outcomes of the O&M activities described herein.

3.4 Current Plan Amendments

Plan amendments will be summarized in this section. As of today, no amendments have occurred to the O&M Plan.
4.0 SCOPE AND IMPLEMENTATION

O&M activities are necessary for the Authority to maintain its facilities in proper working condition and meet industry standards. O&M activities include maintenance activities that are routinely implemented by the Authority at Sweetwater Reservoir, Loveland Reservoir, and other Authority properties and easements. Examples of maintenance activities include dirt road maintenance, debris removal from drainage facilities, and general grounds maintenance activities in the vicinity of built properties. Other activities, such as road realignments, are less frequent but still part of the scope of the O&M Plan. While some of these activities are location specific, the majority of these O&M activities occur throughout the Authority properties.

4.1 Property Management

The Authority owns and manages approximately 5,200 acres of land in the middle and upper portions of the Sweetwater River watershed. Within these properties, the Authority maintains roads, drainage conveyance systems, recreational facilities, and many other facilities. The Authority also maintains facilities within the middle and upper portions of the watershed and within the Authority’s service area that are located in Authority easements. Many water treatment and distribution facilities exist in parcels of land with brush management needs or may be located on the top of hills with steep slopes subject to erosion. Distribution sites, in general, require landscaping and grounds maintenance on a regular basis. Pipeline corridors, which are within the public ROW or on Authority easements, require brush management or encroachment removal as needed.

4.1.1 Defensible Space

Fire management activities on Authority managed property include preemptive actions intended to reduce the threat of wildfire, actions necessary to control an active wildfire, and any post-wildfire actions necessary to restore the affected area immediately following a burn.

Preemptive Actions — Creation and maintenance of defensible space (i.e., fuel management zones and fuel breaks) is conducted in coordination with the local Fire Authority Having Jurisdiction (FAHJ), and pursuant to the applicable fire codes and any agreements between the FAHJ and the wildlife agencies and other regulatory agencies (COSD, 2017). The general practice on Authority properties includes creating fuel management zones by clearing and thinning vegetation up to 100 feet (horizontal distance) from qualifying structures and up to 15 feet from each side of selected roads, unless a modified fuel management zone is determined to be acceptable by the FAHJ. These fuel management zones are created to aid fire fighters in the event of a fire, and to provide a barrier or gap in vegetation that is utilized to slow or stop the progress of a wildfire (Authority, 2001).
Fuel breaks are created and maintained by mowing, removal, or replacement of combustible vegetation types including weeds, dead or dying trees or foliage. The majority of the fuel breaks located in Authority property have been mowed for logistic and efficiency purposes. In some situations, selective vegetation reduction is performed adjacent to Authority structures. For example, at the Sweetwater Reservoir property, approximately 2 miles of 50-foot-wide fuel breaks are maintained near the housing developments located along the northern perimeter of the reservoir land. These fuel breaks are maintained each year by cutting, trimming, and removing vegetation using a tractor and brush cutter. During the growing season, maintenance activities occur as needed. At Loveland Reservoir property, there is a 2.5-mile fuel break along Forest Route 165d1 (10-feet clearance on each side of the road) and two defensible space areas around the Caretaker’s residence and Loveland Reservoir Field Office. The local or state FAHJ may eventually require more fuel breaks or vegetation treatments in the lake properties since both lake properties are currently mapped as very high fire hazard severity zones (CAL FIRE, 2007). Authority properties in the urban areas, such as tank sites and pump stations, are also maintained following the applicable fire code guidelines.

Post-Wildfire Actions – Post-wildfire actions are conducted to stabilize soils, protect drainages, and minimize the potential for flooding. These post-wildfire actions may include removal of debris, removal or rehabilitation burnt structures or facilities, minor regrading and/or soil compaction, installation of erosion prevention and sediment control measures, and revegetation either by planting or hydroseeding.

4.1.2 Fencing, Gates, and Signage

The Authority maintains a perimeter around Sweetwater Reservoir and Loveland Reservoir and is delineated with fencing and/or regularly spaced property marker signs. Additionally, the Authority also fences many of its other properties and easements, largely for security reasons. The Authority regularly patrols its properties and assets, including reservoir lands and major facilities, to enforce trespassing restrictions and to provide immediate repairs and replacements.

Fencing – The Authority selects fencing that best accomplishes access control and prevents trespassing. For instance, chain link fencing is used along the areas of the reservoir perimeters that are located adjacent to the roadway or are otherwise highly trafficked by trespassers. Fencing at off-site properties and easements generally consists of chain link fencing topped with barbed wire, which is compatible with the developed urban environment. Chain link fence installation requires post-hole digging and concrete footings for each post. Posts are spaced at approximately 10 feet apart and installed at a depth of
approximately 24 inches. Fencing may also be placed parallel to trails, near recreational areas, or at the boundaries of ESAs. Fences within the reservoir properties typically consist of three- or five-strand barbed or barbless wire to maintain wildlife movement across the property boundary. Barbed and barbless wire fencing are generally supported by metal T-posts pounded directly into the ground and spaced at approximately 10 feet apart. A 5-foot vegetation clearance on each side of a fence may be maintained; and up to 10 foot vegetation clearance may be maintained in areas where utility vehicles (UTVs) are needed for patrolling the property line. Further, staff removes unnecessary existing fencing from interior portions of the reservoir lands, as appropriate.

Gates and Signs – There is currently a variety of chain link fenced gates and swing arm gates providing access to Authority property and roads. These gates are kept locked to restrict access to reservoirs and other facilities. Maintenance, repair, relocation, and/or replacement of gates are conducted on an as-needed basis with in-kind materials, and following industry-standards. Gates may have a 5 feet vegetation clearance and are maintained clear of obstructions. Signs are posted and maintained throughout Authority properties for the purposes of providing access control, regulatory information, hazard notification, and public education. Authority staff inspect signs at least once annually and repair or replace damaged or missing signs as needed. Replacement of signs may occur with in-kind materials, including wooden or metal posts. Vegetation clearance of up to 3 feet from posts is allowed. Selected branches outside the vegetation clearance buffer may be removed if branches are considered a visual obstacle.

4.1.3 Pest Control and Nuisance Wildlife Management

Control of pest and nuisance wildlife is necessary to protect facilities, including but not limited to building foundations, concrete and dirt channels, berms, and roads. For rats, mice, and some bird species, population control is necessary to avoid health related issues (e.g. water quality impairment from droppings in treatment). Management of pests and other nuisance species includes rodenticide application and fumigation performed by qualified applicators, and ground squirrel control using CDFW-approved depredation traps and methods.

Grouting of Burrows - When burrows created by ground squirrels or other small mammals are identified in the vicinity of existing facilities, burrows are typically filled with a grout mix consisting of sand and water. Depending on the damage, a cement based-mix may also be used to seal the grouts and discourage future burrow activity in the same area. In addition to a grouting pump and a hose, hand tools or heavy equipment may be necessary to complete the repairs. Specific burrow conditions, time of year,
and/or ground squirrel densities are considered in prescribing the preferred treatment method. Grouting of burrows is coordinated with staff Biologist to avoid any impacts to wildlife.

**Bird Repellents and Nest Removal** - Metal bird repellent spikes and auditory deterrence devices (e.g. ultrasonic sound waves that are silent to humans) are used to keep birds/bird droppings from certain facilities and walkways. Consistent with the provisions of the Migratory Bird Treaty Act and in coordination with the applicable wildlife agencies and Authority biologist, active bird nests may be removed for certain bird species to avoid impacts to drinking water quality.

**Invasive beetles** - Invasive woodboring beetles, such as the Goldspotted Oak Borer, Polyphagous Shot Hole Borer, and Kuroshio Shot Hole Borer, bore holes in and spread diseases among many trees species in Southern California. While boring beetles are not currently known on Authority properties, species populations are growing within the region, including the Sweetwater River watershed. Consequently, O&M activities at Authority properties may include wood boring beetle control methods. Management options for controlling these beetles are primarily limited to cutting, chipping, and/or burning infested branches or limbs.

### 4.1.4 Operational Trails

There are multiple operational trails throughout Authority properties that were created with the purpose of accessing facilities and monitoring stations. Some examples are the trails to access the URDS facilities and boreholes at Sweetwater Reservoir, or a UTV trail created adjacent to the Spring Canyon subdivision to access a fuel management zone. The typical width of these operational trails does not exceed 6 feet. Some operational trails, however, are up to 10-foot wide to provide access to UTVs. New operational trails may be installed where deemed necessary to provide access to facilities or monitoring stations.

### 4.1.5 Road Network Management

The Authority maintains roads predominately comprised of native soils, road base, or gravel. Road networks function as access roads to facilities and for patrolling. Road networks are used regularly by Authority staff, but also serve as access routes to other agencies (e.g. San Diego Gas and Electric, Otay Water District) or to access neighboring private properties. The Authority’s roadway network requires routine maintenance to ensure continued access across the reservoir properties. Unpaved roads are subject to erosion, pooling of water during the wet season, and general wear and tear from repeated use. As discussed below, road vegetation maintenance, grading, placement of materials and road relocations occur to improve the overall roadway networks.
Roadside Vegetation Maintenance — Areas adjacent to roads are maintained and controlled so that vegetation growing on or adjacent to the roads does not encroach. Trimming and mowing of vegetation adjacent to the road is necessary to maintain access. Roads currently vary in width, but a road right of way (ROW) of 20 feet is being proposed as part of this O&M Plan, except where other standards require roads to be wider or narrower (e.g. roads with fuel breaks). Within this ROW, vegetation can be trimmed and/or removed and surfaces maintained as needed. Vegetation trimming is performed by hand using non-powered and powered trimmers, cutters, and saws, and/or with tractor mounted mowers. In some limited circumstances (e.g. persistent or invasive species), vegetation may also be treated with herbicides. Turnouts may be installed adjacent to the proposed ROW to improve road safety and access.

Road Surface Maintenance — Surface maintenance of unimproved Authority roads is typically performed with a tractor mounted blade or Gannon box. Grading cuts into the road surface to smooth “washboard” ridges, high spots, and depressions that have resulted from on-going vehicle traffic. Roads are also surface dragged by towing large rubber tires or a metal scraper implement behind a pick-up truck. Road shoulders are scraped/maintained to their disturbed width. Reshaping existing roads or adding drainage improvements may be necessary to achieve proper drainage and to address lowering of the road surface and creation of cut banks along the road edge.

Placement of Road Base Materials and Paving — Placement of road base materials is sometimes necessary to fill depressions, bring road levels up to natural grade, and generally improve surface road conditions. Materials may include ¾-inch drain rock, decomposed granite, or Class II road base. Materials placement can be localized for a single area or spread over several hundred feet to improve an entire road segment. Materials are graded smooth and compacted with the weight of the tractor and/or trucks. There are certain paved roads within properties owned or managed by the Authority. These roads are built for accessing facilities or patrolling, and their construction and maintenance is done by qualified contractors, following existing industry standards for the construction of paved roads.
**Road Additions and Abandonment** – The Authority’s roadway networks at Sweetwater Reservoir and Loveland Reservoir have been developed over time as necessary to facilitate access. As the Authority’s property holdings have grown, the roadway network has expanded with the interior dirt roads experiencing reduced levels of use. The Authority’s existing perimeter roads are incomplete and require small additions to facilitate continuous perimeter access; additionally, some roads may need to be widened and turnout areas added. These additions would be constructed similar in appearance to the existing perimeter road segments and consistent with the proposed 20-foot road width standard. As the Authority’s roadway network is expanded, the interior roads that experience little to no use can be abandoned, particularly in areas where these roads may fragment sensitive habitat. During abandonment, the road would be de-compacted and the area would be restored in order to stabilize existing soils.

**4.1.6 Brush Management**

Brush management activities on Authority properties are necessary to maintain existing facilities. In addition to creating fuel breaks and maintaining roadside buffers, brush management is also necessary to control invasive vegetation and to prevent the establishment of trees as well as large shrubs and other large woody species that may cause damage to Authority facilities or infrastructure. Vegetation overhanging road paths, channels, or ditches, or growing into Authority property fencing is trimmed or pruned as necessary. Brush management activities usually require a variety of equipment including mowers, masticators, string-trimmers, and hand shears. Brush removal on easements occurs as needed (e.g. preventive maintenance, addressing water leaks or encroachments, etc.) and may be performed by Authority staff or the property owners. Vegetation removal outside of Authority property occurs only with approval of the adjacent land owner(s) and when absolutely necessary. The Vegetation Management Schematics are provided in Appendix A.

**Invasive Plant Removal** – Many invasive plant species require continuous, active management to control their populations to avoid or minimize harm to water resources, facilities, and natural habitats. Control techniques include both mechanical and chemical control. Mechanical control involves girdling, cutting at base, root excavation by hand or small tools (powered and conventional), or by heavy machinery (tractors and mowing equipment). Chemical control uses a variety of approved herbicides that employ a variety of techniques (foliar, cut-stump, basal bark, and injection).
4.1.7 Landscaping and Grounds Maintenance

Landscaping and grounds maintenance activities occur mostly on developed sites. Landscaping activities include planting, seeding, and the installation of horticultural gardens and irrigation systems. These types of planting activities generally consist of planting trees and drought tolerant vegetation for property beautification, but may also include installation of vegetated swales within developed sites. Other landscaping activities include mowing, trimming, waste management, and erosion control. Grounds maintenance include building and grounds maintenance, parking areas and paved road maintenance (e.g. sweeping), surface cleaning, graffiti removal, repairs to concrete work, litter control, pressure washing of buildings, rooftop repairs, remodeling, minor construction, sweeping of developed sites, etc.

4.1.8 Enforcement Actions

Enforcement actions at Authority properties vary, from patrolling properties, to addressing trespassing, illegal dumping issues, removing encroachments, and coordinating with local law enforcement agencies. Patrols of the reservoir properties and easements are conducted on a regular basis to control trespassing, inspect for potential water quality degradation and property damage, and to identify/address other issues that arise. Patrols also include regular inspections of the reservoir shoreline via maintenance boats. Where natural habitats occur, patrol vehicles are confined to the road limits and designated vehicle turnouts.

Authority staff regularly controls trash and other debris from Authority managed facilities and properties. Trash is typically picked up by hand and placed in trash bags or receptacles. Illegal dumping of some waste materials are treated as hazardous waste and its disposal is coordinated with the appropriate authorities. Some other non-hazardous illegal dumpings, such as furniture, are removed using a tractor or similar heavy equipment. All construction- and maintenance-related materials and/or demolition debris are removed from Authority lands and disposed of or recycled, as appropriate.

The Authority installs cameras and uses temporary and permanent lighting for a variety of activities. Surveillance cameras may be installed as needed for monitoring purposes or security reasons. While temporary lighting is generally installed for maintenance- or construction-related activities during the evening hours, particularly during the winter season when the sun sets earlier, permanent lighting is intended to light Authority facilities and infrastructure, as necessary, to deter trespassers and to light Authority sidewalks,

Enforcement actions include the removal of unauthorized encampments within Authority property.
pathways, and work areas. Temporary lighting can sometimes be provided by a lighting tower that is powered by a diesel generator(s), while permanent lighting is tied to a continual source.

4.1.9 Site Specific O&M

There are various operational sites that because of the types of activities conducted on these sites they are included in this O&M Plan. O&M activities in these sites are conducted as described in Sections 4.1.1 to 4.1.8, and Section 4.2, as applicable.

Storage and Staging Areas - During construction or major maintenance activities at Sweetwater Reservoir, Loveland Reservoir, and other Authority properties and easements, the Authority uses construction storage and staging areas to store construction materials and stage heavy equipment, as necessary. At the Sweetwater Reservoir property, permanent staging areas include Gate 100, the Perdue WTP Boneyard, the former Thompson House site, the URDS Staging Area, the South Dike Borrow Site (Borrow Site), and other similar disturbed, developed areas. At the Loveland Reservoir property, the Fishing Program Parking Lot, the Caretaker’s Residence, and the Field Office areas have been used historically for staging materials.

South Dike Borrow Site - The Borrow Site is a large earthen mound that has been previously used to dispose of excavated soils from pipeline replacement and similar projects. As utilities trenching and other similar activities generate additional soils, fill may continue to be stored in this location. Activities at the Borrow Site would include the use of dump trucks and other heavy equipment such as excavators and dozers, necessary to periodically deposit or remove the soils. Grading activities for placing soil would typically involve depositing soil in 12- to 24-inch lifts and compacting each lift with a dozer or other grading equipment. Located south of Sweetwater Reservoir and within the reservoir’s property, the Borrow Site will occasionally be used as a staging area and for other purposes. Soils from the Borrow Site are planned to eventually be used to raise the height of the existing South Dike at Sweetwater Reservoir (Amec-Foster-Wheeler, 2018).

URDS Staging Area - The URDS Staging Area is a 4-acre site upstream of the URDS I facilities and it is one of the main staging areas for field workers in the Sweetwater Reservoir property. The URDS Staging Area includes an area dedicated for staging materials and covered with approximately 6 inches of road base, and a second area where vegetation is staged and wood-chipped. The URDS Staging Area is mostly used by Authority staff conducting land maintenance tasks on a routine basis, but can also be used by Authority contractors (Authority, 2018).

Vegetation Woodchip Site - The Authority maintains vegetation woodchip sites to stage and/or compost cut plant material from on-going maintenance activities. Woodchip sites are located at the Perdue WTP Boneyard and the URDS Staging Area. Collected plant material is staged at these sites and eventually transferred to 40-yard greens bins for off-site disposal at the local landfill. If desired, vegetation can be mulched and disposed at the URDS Staging Area at the area known as the “buffer area” per the URDS environmental documentation (Authority, 2018). The Perdue WTP Boneyard is used for staging and transfer only, where this material is eventually moved to the URDS Staging Area or as greens waste to a local approved landfill. Maintenance of the vegetation woodchip sites include the use of trucks, tractors, or other heavy equipment (e.g. chipper), necessary to periodically deposit, process and/or remove the collected vegetation woodchips, as required for future Authority projects and landscaping. Collected vegetation material is stockpiled and managed consistent with industry standard BMPs.
Service Area Facilities - While this Plan is not being prepared for the general operations associated with the service area facilities (e.g. treatment and distribution of water), the Authority may conduct some O&M, as described in Sections 4.1.1 to 4.1.8, within its service area facilities. These O&M activities include cleaning ditches, repairing slopes, installing/repairing drain pipes, minor grading within disturbed or operational areas, etc. The table below has a list of facilities which are generally located within or adjacent to existing development, and require periodic grounds maintenance and repairs to keep this infrastructure operable and current with industry standards (see also Figure 4). Maintenance activities and operations such as those described in Sections 4.1.1 to 4.1.8 and Section 4.2 may be needed in some of these sites and will be addressed as described herein.

O&M SITES WITHIN THE SERVICE AREA

<table>
<thead>
<tr>
<th>Sites subject to O&amp;M, Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Treatment and Groundwater Facilities</strong></td>
</tr>
<tr>
<td>Perdue WTP, Desalination Facility, National City wells site, San Diego Formation and alluvial wells sites, raw water and brine discharge pipe corridors, and associated easements.</td>
</tr>
<tr>
<td><strong>Bonita Valley Reservoir</strong></td>
</tr>
<tr>
<td>Reservoir footprint and surrounding easements.</td>
</tr>
<tr>
<td><strong>Tank sites</strong></td>
</tr>
<tr>
<td>Bonita Bel-Aire Tank property and easements; Bonita Highlands Tanks property and surrounding easements; Cherry Hills Tank property; Claire Vista Tanks property and adjacent easements; Halecrest Tank property; Judson Tank property; Lynwood Hills Tank property; McMillin Tank property and surrounding easements; Morris Tank property; O.D. Arnold Tank property and surrounding easements; Starr Tank property and surrounding easements; Wheeler Tank property, and proposed Central Wheeler Tank.</td>
</tr>
<tr>
<td><strong>Hydro-Tank Facilities</strong></td>
</tr>
<tr>
<td>Robinhood Hydro #34; Sea View Hydro #23; Halecrest Hydro #27; Horseridge #32; O.D. Arnold Hydro #17; Steeplechase Hydro #35A; and Steeplechase Hydro #35B.</td>
</tr>
<tr>
<td><strong>Booster Stations Facilities</strong></td>
</tr>
<tr>
<td>Rice Canyon # 22; Claire Vista # 10; Oxford Street #14; Vista Del Lago #37; Bel Aire #28; Starr #18; Bonita Highlands #15; Wheeler #12; Bonita Golf #24; Central Avenue #30; and O.D. Arnold #39.</td>
</tr>
<tr>
<td><strong>Selected Easements</strong></td>
</tr>
<tr>
<td>Rice Canyon to Claire Vista Tank; Lomacitas Lane and vicinity; Bonita Golf Course; SR-125 and S.D. County Park Vicinity; San Diego County Club Golf Course; Chula Vista Golf Course; La Vista Cemetery; National City Golf Course (“Las Palmas”); intersection of Sweetwater Rd. and Plaza Bonita Rd.; North of Bonita Rd. and west of Willow Street.</td>
</tr>
<tr>
<td><strong>Undeveloped Properties</strong></td>
</tr>
<tr>
<td>National City Tank Site, APNs 585-100-24, 590-051-25, 570-170-44, 570-180-04, 570-180-55.</td>
</tr>
</tbody>
</table>

Sloane Canyon Slide Gate and Easement - Operation and maintenance of the Sloane Canyon Slide Gate includes removing the buildup of debris upstream of the gates, taking depth readings, and vegetation management on the access road sides and around the structure. The Authority regularly conducts depth
readings, but notifies Sycuan Tribe to request debris removal. Future activities at the Sloane Canyon Slide Gate may include the installation of gauges for local and/or remote monitoring.

4.2 Drainage Systems and Soil Stabilization

This section describes maintenance and repairs of drainage facilities, and management practices related to erosion prevention, sediment controls and slope stabilization. Drainage facilities include stormwater conveyance and flood control facilities and exist throughout the Authority’s properties and easements. Drainage facilities must be maintained or installed to reduce the potential or extent of flooding and to reduce the likeliness of stormwater pollution and structural or property damage.

4.2.1 Drainage Facilities

Maintenance, Repairs and Replacements - Replacement, repair, and removal of sediment or debris from drainage facilities are routine activities conducted by the Authority. Vegetation and annual weed growth that overhangs concrete brow ditches, concrete channels, manholes, or other storm drain-type facilities, are trimmed or pruned back up to 3 feet from the edge of structure as long as vegetation trimming does not result in erosion. Native plant vegetation is cut no more than 4 inches to the ground so the root system remains intact. In certain circumstances, herbicide is used directly on any plant species that may cause structural damage to the drainage facility or result in a trip hazard. All vegetation and debris growing in concrete channels, concrete ditches, and concrete swales is removed. Occasionally, man-made unlined channels or ditches need to be dredged or re-contoured to improve their functionality, and while these ditches may be vegetated or bare ground, inlets and other structures are maintained clear of vegetation or debris to prevent structural damage and reduce likeliness of flooding. Excess sediment and debris accumulated in and around culverts and other drainage pipes and facilities is removed using the appropriate tools. Sediment removal from facilities is conducted to maintain the original volumetric capacity of drainage facilities, and heavy equipment is used if there are excessive amounts of debris accumulated.
Drainage system repairs involve repairs to or replacement of any drainage facility that is damaged or degraded. Work on drainage systems could include, but not be limited to, reclamation of eroded slopes and waterways, and repairs or installation of drainage facilities, such as downdrain flumes, culverts, headwalls, or energy dissipaters (e.g. gabions or rip-rap). French drains could also be used to correct unpaved road drainage areas. Maintenance and repairs of drainages and streambeds may include reshaping of streambeds, revegetation, debris removal, relocation of in-stream structural facilities, installation of retaining walls, etc. Indirect repairs to a streambed may include improvements to, or relocation of, roads and other facilities.

**New Drainage Facilities** - Ephemeral drainages and streams exist in Authority properties; some of them have been modified by existing roads and associated drainage facilities. Whenever a drainage facility needs to be installed or upgraded within a waterway, the Authority conducts the appropriate hydraulic analysis to ensure that potential hydrological impacts areas are avoided or minimized. If a streambed or stream crossing located within Authority property shows signs of failure due to upstream development or other reasons, the Authority may conduct repairs based on the results of the investigation.

### 4.2.2 Erosion Prevention and Sediment Controls

Activities involving ground disturbance are accompanied by erosion prevention, sediment control, and slope stabilization measures, as appropriate. Prior to initiation of any project activity where the ground is disturbed, site conditions and proposed activities are evaluated and the proper stormwater BMPs are selected for installation. The Authority’s BMP efforts generally focus on minimizing or avoiding disturbance to natural land covers and preventing materials from escaping the sites being maintained. Following the completion of maintenance activities, disturbed soils are typically revegetated or stabilized with other non-vegetative materials. Revegetation, typically involving native or drought tolerant non-invasive plants, involves hydroseed application, planting of container plants, or both. Depending on the goal of the project, soils may also be protected in place with mulch or rip-rap or using other measures. The WPCP prepared for the O&M Plan (Appendix B) includes more detail about each of the erosion prevention and sediment control measures used by the Authority.

Erosion repairs consist of stabilizing or restoring the existing terrain or man-made features, such as retaining walls and dirt roads, to prevent structural damage and further erosion. The Authority implements different measures on an as needed basis to address long-term erosion issues associated with cut/fill slopes or upstream hydromodifications. In the event that severe or otherwise problematic erosion issues develop, Authority staff installs temporary measures while identifying a long-term solution.
In certain circumstances long-term solutions to erosion issues and slope repairs can include regrading, installation of diversion ditches at the top of cut slopes, installation of downdrain flumes with energy dissipaters on the side of roads, or other stabilization techniques as approved by a Professional Civil Engineer. Erosion repairs could occur in any facility or land managed by the Authority.

4.3 Reservoir Facilities Management

Reservoir maintenance, including maintenance of dams, is one of the most important O&M activities that occurs in Authority lands that allows the Authority to provide safe and reliable water while having safe structures. Reservoir maintenance includes, but is not limited to, maintenance and minor repairs to dams, dikes, discharge pipelines, and intake and outlet structures and facilities; maintenance, repairs and replacement of log booms, buoy and gauges; access, maintenance, repair, or replacement of facilities within the reservoirs; water transfers; and vehicle or equipment access points, boating ramps, and temporary roads within the reservoir footprint.

4.3.1 Dams and Dikes Maintenance

The dams and dikes at Sweetwater Reservoir and Loveland Reservoir are subject to monthly inspections and surveys immediately following any potentially destabilizing events (e.g. earthquakes), as required by DSOD. Maintenance of these facilities include the installation of equipment to monitor horizontal and vertical displacement of the structure and the prolongation of cracks, in kind concrete repair, graffiti removal, the removal of all vegetation from the main dams and the secondary dikes at each reservoir, and regular maintenance of Authority facilities at the reservoirs. Vegetation control is accomplished through the use of hand tools and/or herbicide application. Vegetation control is required to preclude roots from damaging the integrity of these impoundment structures and to maintain surface concrete visibility, including weep holes. Typical vegetation clearances at the dams and dikes include tree and shrub removal, 10-foot clearance from the dike or dams’ crotch, and 15-foot clearance from any associated dam/dike structure where the structure is adjacent to pervious soils. Rodent burrows are addressed by following procedures outlined in Section 4.1.3.
4.3.2 Log Booms Maintenance and Repairs

The log booms at Sweetwater Reservoir and Loveland Reservoir are floating debris barriers that protect the intake tower and the spillways at the dams from floating debris. The log booms require periodic adjustment depending on the water level within the reservoirs, repairs and replacements of segments, and removal of accumulated vegetation or debris. These maintenance activities are generally conducted by Authority staff using a maintenance boat. Log booms are adjusted by winches located above the reservoir high water limits, which are also subject to periodic maintenance. Maintenance in the upland areas include up to 3 feet of vegetation removal on each side of the log boom and 5 feet from the anchoring area. Debris may be removed anytime during the year; however, woody debris collected during the flood season is typically cleared after high water events. Winches and sections of log boom that are in upland areas also require maintenance, including vegetation removal.

4.3.3 Reservoir Floor Maintenance

Reservoir floor maintenance involves management of reservoir floor vegetation at Sweetwater Reservoir – from the high water mark of 239 feet above MSL to the edge of the reservoir water – to maintain an operating pool, preclude permanent establishment of invasive plant species or other vegetation, and deter trespassing and unauthorized activities. Maintenance activities generally include mowing, using a tractor or skid steer mounted rotatory blade or flail. Persistent or invasive plant species, such as giant reed (Arundo donax) and salt cedar (Tamarix sp.), can also be treated with herbicide, as necessary. Prior to mowing the reservoir floor, the surface may need to be prepared by removing rocks – from 6- to 24-inch in size – that could damage the mowing equipment and/or present fire hazards from blade initiated sparks. In some cases, rocks are partially buried by silt or reservoir bottom material and encapsulated by vegetation, which is also removed during site preparation. Once the rocks are removed, the resulting ground depression is filled in with similar lake bottom soils. All of the rocks that are collected during surface preparation are stockpiled above the reservoir’s high water mark at designated areas.

Additionally, eroded areas or deep ravines that would have the potential to create a hazard during maintenance activities are also filled during site preparation. The eroded areas are graded to a “natural” contour, gathering and tapering soil material from the immediately adjacent reservoir bottom areas. Soil material is compacted in place and allowed to revegetate naturally, but would also be subject to annual mowing as with the remaining reservoir area.

Currently, reservoir floor maintenance is authorized within a designated area of the Sweetwater Reservoir under the HMP (RECON, 1994). Consequently, protected habitat areas within this spillway
elevation, such as willow forested habitat within the Upper Sweetwater Reservoir HMP Preserve, are avoided during reservoir floor maintenance activities. However, the Authority is currently proposing additional maintenance activities, including mowing at Sweetwater Reservoir outside of the HMP mowing limits, installation of temporary road crossings, removal or repairs of abandoned road crossings, rock removal, removal of abandoned pipe, and filling ravines or eroded areas for hazard removal (ESA, 2014).

4.3.4 Water Transfers

Runoff captured at Loveland Reservoir is transferred to Sweetwater Reservoir via the Sweetwater River channel to augment water production for the Authority’s service area. The amount of water that is transferred depends on both forecasted and actual rainfall and runoff, the estimated raw water available for treatment at Sweetwater Reservoir, and the anticipated consumer water demand. When transferring water, water levels at Loveland Reservoir may be drawn down to minimum pool elevation of 1,297 feet MSL, leaving 7,525 AF and a surface area of approximately 203 acres. Controlled releases have been occurring since the late 1940s and are the only current mechanism for transferring water from Loveland Reservoir to Sweetwater Reservoir. Controlled releases of water are planned to coincide with natural streamflow regimes, generally from December through April. The Authority has developed the “Loveland to Sweetwater Reservoir Water Transfer Standard Operating Procedure” to implement the water transfer when necessary (Authority, 2006).

4.3.5 Sweetwater Reservoir Urban Runoff Diversion System (URDS)

The main goal of the URDS is to protect Sweetwater Reservoir from spills, low or poor quality dry weather urban flows, and “first flush” stormwater runoff (Luke-Dudek, 1982). While the entire URDS system can be operated by Authority staff or remotely at the Perdue WTP, ongoing field maintenance and repairs are required at all URDS facilities. Maintenance and repairs are provided by Authority staff and plant maintenance staff trained in electromechanical and instrumentation. Due to the presence of endangered species and other sensitive resources in the vicinity of the URDS facilities, operations and maintenance activities require close coordination with qualified environmental staff to ensure biological resource impacts or impacts to other sensitive resources are precluded. O&M activities necessary to effectively operate the system are described below, and more detail information can be found in the URDS-specific O&M manuals (Boyle Engineering, 1991; ActivManuals & Enartec, 2012; and Authority, 2018).

Retention Ponds — The retention ponds and associated facilities are periodically inspected, especially after a major “first flush” condition in which a large amount of poor quality runoff has been diverted into to the pond and/or flood stage conditions. Any clean-up and/or drainage should be maintained and/or repaired to prevent further damage to the facilities. If there are sediment deposits resting against the outlet slide gate, it may need to be removed before the gate may be opened; especially if it has been closed for a long period of time. Sediment and vegetation accumulated in the pond concrete swale and blocking the channel inlet is removed. Weeds, trash, and other objects that lodge on the trach rack are removed. Floating debris and other waste materials are removed from the shoreline and banks of the pond. At least once a year the 6-inch reservoir bypass gate valve is closed and then opened for check of operation. Trees and bushy growth that has high penetrating root power should not be permitted to remain on the pond slopes and bottom in order to prevent damage to the PVC containment liner.
Occasionally on some bank areas the ground cover may require replanting with the same seed mixture used in the original planting; plant species selected must be tolerant of periods of inundation. The facing rock on the slopes (reservoir side) of the pond is flexible and may be displaced due to excessive wave action from the reservoir. During reservoir high water levels in which the water level reaches the facing rock, continuing surveillance is made to detect conditions that may cause scouring and washout. Rodents and rodent burrows that may cause damage to facilities are managed as discussed in Section 4.1.4. Facing rock should be added to areas where the blanket of facing rock is less than 12 inches thick and/or a depressed erosion hole. Harvesting of wetland vegetation may occur as needed to maximize pollutant removal. Periodic removal of sediment and marsh vegetation may also occur to maintain water storage capacity of the pond (approximately estimated to be required at 10- to 20-year intervals), and periodic sediment removal (dredging) is followed by wetland restoration.

**Diversion Structures** – The diversion structures, including forebays, roads, dikes, and their associated facilities, are periodically inspected, especially after severe storm events and/or flood stage conditions. Slide gates and frames are checked for operation and damage, and any structural weakness is repaired to prevent further damage and so the gates with their motorized actuators will continue to be effective. Sediment deposited against the gates is removed before gates are opened. The revegetated slopes of the diversion structure are watered, as needed, to achieve a healthy vegetative cover that helps preventing erosion of dikes. Trees and bushy growth that has high penetrating root power is not permitted to remain on the dike and other areas covered with the PVC containment liner. Rodents and rodent burrows that may cause damage to dikes are managed as discussed in Section 4.1.4. The rock of the dike’s slopes is flexible and may be displaced; rock is added to areas where the blanket of facing rock is less than 12 inches thick. Maintenance of the diversion structures includes removal of any vegetation that could impede flows as intended. Periodic removal of sediment and marsh vegetation is necessary to maintain pond capacity (similar to retention ponds and followed by wetland restoration.) Diversion and Bypass gates repairs are also necessary to ensure proper operation of the URDS. Removal of sediment buildup and debris to provide necessary drainage and gradients, and harvesting of wetland vegetation to maximize pollutant removal, may also occur when appropriate. Appurtenances located on the diversion structures, or channels and culverts connecting with diversion structures or retention ponds, may also need to be repaired or fully replaced to ensure the continual functionality of the URDS.

**Low Flow Interceptor Barrier and Flume** – The low flow interceptor barrier and flume are regularly inspected, especially after severe storm events and/or flood stage conditions. Any signs of vandalism are addressed and graffiti is removed or painted out, as necessary. Current maintenance practices include vegetation removal on both sides of the low flow barrier. In accordance with URDS II project permits, a 0.02 acre footprint is authorized for maintenance clearing, although maintenance dredging of a 0.13 acre
area is currently being proposed to recover original grade. A ramp or similar facility may need to be built between the existing facilities road and the low flow barrier in order to get the necessary heavy equipment to the proposed work area. To maintain flow capacity in the flume, Authority staff removes litter, debris, vegetation, sediment, and rock on a regular basis. Repairs to the flume occur as needed.

**Gravity Pipeline and Manholes** – To maintain flow capacity and gradients within the gravity pipeline, Authority staff provides routine inspection of the pipeline and manholes to identify any problems or damage and make any necessary repairs. Access is provided via the manholes along the gravity line for removal of unacceptable levels of sediment. Vegetation near pipelines is managed to prevent root intrusion, direct impacts to the above-ground pipe, and associated damage repairs.

**Conveyance Channels** – Conveyance channels are patrolled periodically and immediately after a heavy rain and/or flood stage. Concrete linings and buried culverts are inspected, and any damage is repaired and/or reconstructed to prevent further destruction of the lining and erosion of the channel subsurface. Litter, debris, vegetation, sediment, and rocks are removed from channels and culverts as needed. Channels are inspected prior to a rainy season and cleaned as necessary. When it is observed that large amounts of dirt or debris are entering the channels, due to erosion of cut slopes, measures are taken to stabilize the cut slopes and/or intercept the dirt or debris at the surface before it reaches the conveyance channels. The channel’s outlet end (including energy dissipaters) of each channel is kept clean to permit free flow from the channel outlet. The 4-inch flap valves in channel CH-7 are checked annually, during a low flow condition, to ensure that the flap swings freely and seats properly.

**Pump Station, Force Main and GAC Facility** – The pump station building and equipment is maintained in a clean serviceable condition, and necessary repairs are performed to maintain the system’s operating capabilities. Maintenance of the force main (i.e., 8-inch recirculation line for URDS II) and GAC facility includes regular inspections and flushing of air, vacuum, and blow-off valves. GAC media is replaced as needed to maintain effectiveness.

**Miscellaneous Facilities** – Visual inspections of URDS miscellaneous facilities, such as electrical access boxes, manholes and air valves are conducted. Any electrical repairs or upgrades are conducted as described in the URDS O&M manuals.
Vegetation Clearances – Vegetation that overhangs, or has the potential to impact, any URDS structure, including concrete brow ditches, concrete channels, diversion structures, pond outlets, or other storm drain-type facility are trimmed or pruned back up to 3 feet from the edge of structure, as long as vegetation removal does not result in any type of erosion issues. The URDS have a 6-foot vegetation clearance. Section 4.2, Drainage Systems and Soil Stabilization, explains in more detail the types of activities associated with the maintenance of channels and other stormwater-type appurtenances, including catch basins (“interceptor cups”), drain pipes, and unlined ditches. VDL facilities and appurtenances are maintained in a similar manner. See also Vegetation Management Schematics (Appendix A). Trees and shrubs that have the potential to impact the URDS mains, including the gravity main, the force main, or the VDL interceptor main, are removed.

4.3.6 Boating and Boat Launch Ramps

Public boating is not permitted at either Sweetwater Reservoir or Loveland Reservoir. However, medium-sized power boats owned and operated by the Authority (“maintenance boats) are used at both reservoirs for patrol, water quality monitoring, and maintenance activities. Small boats and canoes used for lake monitoring and biological resource monitoring are occasionally launched from a variety of roadside areas around the reservoirs where these boats can be launched or carried from a vehicle to the shoreline. All launching sites are within the reservoir high water mark, and they fluctuate in length depending on level of the reservoir. The primary launch site at Sweetwater Reservoir is located south of the Perdue WTP facilities. During periods of low water, alternative launching sites are used, including the area near the SDCWA aqueduct discharge point. The primary launch site at Loveland Reservoir is currently an earthen ramp located along the southwesterly shoreline of the reservoir, although the Authority is considering launch ramp surface improvements (e.g. articulating concrete block, plastic textile energy dissipaters, etc.) that would minimize erosion and improve stability and reliability of this facility.

Periodic grading or in-kind resurfacing of the boat launch ramps may be performed to maintain access. At Loveland Reservoir, grading of both the boat ramp and access road is generally performed using a tractor mounted blade, Gannon box, and other commercial grading equipment, as needed. The activity can occur throughout the year with the need and frequency generated by the extent of erosion and wear that occurs. Boat ramp and road maintenance could include placement of decomposed granite or Class II base material. Boat dock anchor points are slugs of concrete (approximately 2.5 feet in diameter and a volume of 0.5 cubic yard) with an exposed rebar loop to attach cables to the floating boat dock. There are 26 existing anchor points in total, spaced approximately 20 feet apart. At least two anchor points are used at any single time to secure the floating boat dock. The anchors being used will vary with the changes in lake level. Maintenance and repair of these anchors can include excavation and resetting if needed due to shoreline erosion, and/or reinforcement to prevent future exposure. Reinforcement involves installation of metal T-posts, chain-link fabric, and backfilling with rock, gravel, or additional concrete. Up to four additional anchor points are proposed to be installed to accommodate the dock for an extreme low lake level condition. As an O&M activity, the Authority may improve the existing boat launch ramp at Loveland Reservoir to include erosion control features or a permanent water diversion structure, such as a concrete browditch. Vegetation can be removed to up to 10-foot clearance from any boating ramp structure or appurtenance, with the appropriate erosion prevention and sediment control BMP measures.
4.4 Public Recreation

Loveland Reservoir and Sweetwater Reservoir have limited opportunities for public recreation, consisting of shoreline fishing programs and riding and hiking trails.

4.4.1 Fishing Programs

Shoreline fishing occurs in designated areas of the two reservoirs managed by the Authority. At Sweetwater Reservoir, fishing occurs along a 2.5-mile stretch of the southwest shoreline. Support facilities are located at San Miguel Point which can be accessed via San Miguel Road on the south side of Sweetwater Reservoir. The Fishing Program at Sweetwater Reservoir is open during daylight hours on Saturdays, Sundays, and Mondays. The support facilities consist of a parking area with a pay station, fishing program trails, landscape and rest areas, and portable restrooms and trash cans. A vernal pool complex and other sensitive biological resource areas are located near the fishing program area and public access to these ESAs is prohibited at all times. Fishing is also allowed along a 5-mile stretch of the eastern shoreline of Loveland Reservoir. The Fishing Program at Loveland Reservoir is open daily, with seasonal time adjustments and holiday closures. Support facilities at Loveland Reservoir include a 50-space parking lot, fishing program trails, rest areas, portable toilets and trash cans, and access bridges and a fishing float.

Facilities at both fishing programs are maintained for public use on an as-needed basis. The fishing program trails are patrolled, monitored, and maintained to prevent erosion, ensure user safety, and prevent the spread or establishment of invasive species. Pruning during trail maintenance is managed to limit brush and fire danger and expedite decomposition. An information kiosk at the parking/staging area describes public access restrictions, safety precautions, and sensitive biological resources in the area. Fences and signs have been installed to discourage trespassing into ESAs and other undeveloped lands in the vicinity. Portable toilets and trash receptacles are provided and serviced regularly by Authority staff to control waste, and trash is removed when encountered during patrols. Parking areas and other staging and seating areas are maintained to prevent water degradation, garbage buildup, or vehicular fluid deposits. Stormwater BMPs are maintained and monitored at the landscape of the Sweetwater Reservoir fishing program in compliance with County regulations.
Fisheries management at the reservoirs are generally limited to the placement of fish habitat structures to provide refuge for younger fish and bait fish, as well as attract larger gamefish. Artificial fish habitat is generally constructed of various materials including metal T-posts and interwoven fence materials; various diameter and segment lengths of concrete or PVC pipe; wood pallets; tree logs or limbs; piles of rock or other suitable materials that provide complex habitat but would not impact the water quality in the reservoirs. These structures may be placed individually or combined for added habitat diversity. Depending on type of fish habitat structure, these are placed when reservoir conditions are low. Structures that can float are wired to T-posts or anchored with weights. No fish stocking operations occur at Sweetwater Reservoir or Loveland Reservoir.

### 4.4.2 Regional Trails

In addition to the trails associated with the fishing programs (discussed above in Section 4.4.1), there are two riding and hiking trails on Authority property that are not managed by the Authority: The Sweetwater Reservoir Riding and Hiking Trail, and the California Riding and Hiking Trail (CRHT). The Sweetwater Reservoir Riding and Hiking Trail is located on the south side of Sweetwater Reservoir and its maintenance is coordinated between the County of San Diego and the Authority, and primarily conducted by volunteers. The CRHT is located on the north side of the Loveland Reservoir property and its maintenance is conducted by the State of California, consistent with the terms of multiple CRHT easements and a Revocable License Agreement. While neither of these Riding and Hiking Trails is maintained by the Authority, fencing posted with signs is provided along these trails to prevent trespassing in the reservoirs. Protection of Authority lands and natural resources is accomplished through patrolling, seasonal restrictions, fencing, restricting pets, and public education. Signs are posted along trails prohibiting trespassing into Authority lands and the collection of wildlife or plants. The Authority reservoir lands are managed for the primary purpose of protecting water quality in the reservoirs. Recreational trails are subordinate to ensuring the safety and reliability of the public water supply. The Authority may close, at any time and indefinitely, any trail within its property if trail use results, or has the potential to result, in an impact to water quality or becomes a safety concern.
5.0 **ENVIRONMENTAL MEASURES**

O&M activities often include ground disturbance, vegetation clearing, working near ESAs or in the vicinity of storm drains, etc. Implementation of O&M activities may have an impact on sensitive resources or receptors. Impacts may be direct or indirect, temporary or permanent. Depending on the O&M activity being performed, Authority field staff, in coordination with environmental staff, selects environmental measures to be implemented in the field that ensure avoidance or minimization of environmental impacts, and compliance with design features or approved measures associated with each individual O&M action.

1. **Training.** Provide training specific to the O&M task being conducted to all workers.

2. **Limits of Disturbance (LOD).** Limit any O&M activity to operational areas and field maintenance areas. Install temporary LOD flagging or fencing, as appropriate, and ensure all workers understand work limits. Vehicles are to remain within approved roads and previously disturbed areas; avoid driving, parking, or staging on undeveloped lands or ESAs.

3. **Water Pollution Control Plan (WPCP).** Refer to WPCP for selection and installation of appropriate stormwater BMPs. Direct any questions to staff QSD/QSP.

4. **Housekeeping BMPs.** The following housekeeping BMPs are to be followed at all times:
   - Ensure compliance with the 15 miles per hour (mph) speed limit when driving on unpaved roads
   - During clearing, grading, excavation, or hauling of excavated materials, water trucks or trailers shall be used as necessary to reduce airborne dust
   - Do not store or stage hazardous materials (paint, concrete, oil, gas, etc.) near reservoirs, streams, wetlands, natural drainages or storm drains. Report all spills within the same day to the Water Quality Department and environmental staff. Fueling of equipment or staging of equipment to occur within designated areas, at least 100-foot away (horizontal distance) from any identified waterway
   - Littering is strictly prohibited. All O&M generated waste shall be removed from work sites and properly disposed
   - All construction equipment, fixed or mobile, shall be equipped with properly operating and maintained mufflers. Construction noise reduction methods, such as shutting off idling equipment and the use of electric air compressors and similar power tools rather than diesel equipment, shall be used where feasible. Stationary construction equipment shall be placed such that emitted noise is directed away from, or shielded from, residential properties. Where applicable, ensure compliance with noise requirements near sensitive habitat/species
   - Minimize the use of herbicides in the watershed, wetlands and/or waters. Only use approved herbicides. Vegetation outside the approved limits will not be cut or sprayed with herbicide. Only aquatic or wetland approved herbicides are used in or near active waterways, including
rivers, streams, ponds, and reservoirs. Follow federal, state, and local regulations regarding herbicide use. Read and follow product labels.

5. **Environmental Monitoring.** If impacts to, or work within, undeveloped lands or ESAs cannot be avoided, coordinate with environmental staff as soon as possible. Give reasonable advance notification to environmental staff since activities within ESAs or undeveloped lands may require a pre-activity biological survey and delineation of LODs, and/or biological monitoring. For grubbing, excavation or grading in undeveloped lands or ESAs, coordinate a month in advance with environmental staff as these activities may require archaeological monitoring.

6. **Habitat Preserves.** Coordinate any O&M activity within a habitat preserve with staff biologist.

7. **Brush Management.** Routine brush management in previously disturbed and approved areas is allowed after supervisor’s approval. Brush management to be conducted as follows:

   - Request environmental clearance if brush management is to be conducted during the nesting season. Nesting windows are as follow:
     
     Trees/Woodland: January 15 – July 15  
     Uplands: February 15 - August 31  
     Riparian/Marsh: March 1 – September 15  

   - Vegetation removal methods include cutting, trimming using hand or mechanical tools, and mowing

   - Vegetation removal should leave the roots of plants intact and 3-to-6 inches of plant trunk or stalk, where possible. If plants are invasive, a trip hazard, or roots can damage a facility, full mechanical removal or herbicide treatment is recommended

   - Add temporary and permanent stormwater BMPs as needed. Add a layer of mulch or other stormwater BMP on pronounced, unvegetated slopes to prevent erosion

   - Remove all dead vegetation and dispose at approved vegetation disposal sites

   - If brush management is conducted for defensible space or fuel break compliance, ensure consistency with the applicable Fire Authority Having Jurisdiction (FAHJ) requirements

   - Refer to Vegetation Management Schematics

8. **Drainage Facilities.** Maintenance and repairs of existing drainage facilities to be reported to environmental staff as noted below. Replacements and installation of drainage facilities to be coordinated with environmental staff and approved by staff engineer (hydraulic analysis for installation of new facilities or replacements may be required):

   - Maintenance and repairs: one month in advance notification

   - Replacements and installations: two months in advance notification
9. **Roads and Trails.** Maintenance and repairs of unpaved roads and trails are conducted using appropriate stormwater and dust control BMPs. Modifications to an unpaved road or trail shall occur within the appropriate corridor and with the appropriate drainage improvements. Installation or realignments of unpaved roads or operational trails are approved by the Director of Engineering or the Director of Water Quality, and shall occur with the following environmental issues in mind:

- Soils, topography, and the potential for soil erosion issues
- Avoidance/minimization of impacts to Authority facilities and other utilities
- Avoidance/minimization of impacts to cultural resources, aquatic resources, ESAs, and sensitive species

Coordinate with environmental staff in advance when requesting realignments or installation of a new dirt road or trail. For temporary trail closures, a notice shall be posted a week in advance.

10. **Notification.** Appropriate notification shall be given in advance to impacted customers or neighbors if activity may require water shutdown or temporary impact to other public service. Notify and coordinate with affected landowners and neighbors, if needed, to consider any special features that may be needed.
6.0 REFERENCES


Sweetwater Authority (Authority). (2014). *Final Addendum to the Previously Certified Supplemental and Final EIR for the Sweetwater REservoir URDS 1 Maintenance Project*.

Subject: Request for Qualifications for the Programmatic Permitting of the Property Operations and Maintenance Plan
SWA File: (Gen) Operations and Maintenance Plan

To Whom It May Concern:

Sweetwater Authority (Authority) is initiating an effort to programmatically permit operations and maintenance (O&M) activities, as described in the draft Property Operation and Maintenance Plan (Draft O&M Plan). To achieve this, the Authority is seeking an environmental consulting firm to assist with the preparation of environmental compliance documentation and the acquisition of programmatic regulatory permits for O&M activities (Proposed Project), as described in the Draft O&M Plan. The Proposed Project would allow the Authority to meet the following three objectives:

- Finalize and implement a comprehensive operations and maintenance plan for the Authority reservoirs and properties and obtain permits from regulatory agencies;
- Cost-effectively maintain facilities and infrastructure to optimize useful life and performance; and
- Inspect and maintain the Authority's easements throughout the service area to ensure access and minimize negative impacts to water system facilities.

The three objectives indicated above are part of the Authority's Strategic Plan Fiscal Year (FY) 2019-20 Detailed Work Plan. Meeting these objectives will help the Authority accomplish the following two strategic plan goals:

- Achieve an uninterrupted, long-term water supply through investment, maintenance, and innovation; and
- Provide core services while maintaining a balanced approach to human and environmental needs.

The Authority has allocated $50,000 in its FY 2019-20 budget to initiate the process, with the understanding that additional budget allocations will be required to complete the Proposed Project, which may take up to three years.
A. BACKGROUND INFORMATION ON THE O&M PLAN

The Authority serves potable water to a population of approximately 190,000 in the City of National City, the unincorporated community of Bonita, and the western portion of the City of Chula Vista. Water is sourced from Sweetwater Reservoir, water wells located in numerous locations within the Authority’s service area, and imported water purchased from the San Diego County Water Authority (SDCWA). Water supply and reliability are the main concerns of the Authority. To ensure that water delivered to its customers meets drinking water standards, the Authority maintains its water system as necessary, including distribution facilities, treatment facilities, properties owned in-fee, easements, and two source water reservoirs and their surrounding lands.

Certain O&M activities are subject to various laws and regulations, including but not limited to, the federal Clean Water Act (CWA), state Porter-Cologne Water Quality Control Act, federal and state Endangered Species Acts (ESAs), and the California Fish and Game Code (FGC). The Authority has historically approached permitting and mitigation for regulated projects or O&M activities on a project-by-project basis. However, preparing the necessary environmental compliance documentation and processing permits for routine O&M activities on a project-by-project basis may result in project delays, impacts to a project budget, and can add uncertainty to a project.

As part of a joint effort by a number of water agencies that formally began in 1996, the Authority participated in the preparation of a Joint Water Agencies (JWA) Natural Community Conservation Plan / Habitat Conservation Plan (NCCP/HCP). In addition to helping with regional conservation efforts, the JWA NCCP/HCP was meant to mitigate impacts resulting from certain capital improvements and O&M activities of the participating water agencies, including the Authority. However, the effort to permit the JWA NCCP/HCP was unsuccessful and ended in 2013. Subsequent to the JWA NCCP/HCP effort and in response to other significant efforts recently conducted to permit certain O&M-type projects, Authority staff regrouped and strategized on how to conduct O&M activities in a cost effective way, while remaining in compliance with regulatory requirements. In 2017, Authority staff presented a “programmatic permitting” strategy to management and, after multiple internal iterations, prepared the enclosed Draft O&M Plan. The Draft O&M Plan focuses on certain O&M activities that currently occur, or are proposed to occur, within Authority lands, including Authority properties and easements. For more detail information, please refer to the Draft O&M Plan (Attachment 1).

To meet the goals and objectives of the Draft O&M Plan and the Authority’s strategic plan, the Authority is searching for a qualified consulting firm with proven expertise in the fields of natural resource management, environmental planning, and regulatory permitting, to support the Authority with the processing of the Proposed Project, which includes preparation of the necessary environmental compliance documentation and acquiring programmatic permits for the implementation of O&M activities, as described in the Draft O&M Plan1. Programmatic permitting will ultimately streamline regulatory approvals, reduce O&M related costs and impacts to schedules, and remove uncertainties associated with the permitting of O&M activities on a project-by-project basis.

---

1 It is anticipated that the Draft O&M Plan will change, as the Proposed Project will be subject to public and regulatory agency review.
B. ANTICIPATED SCOPE OF WORK

B.1. REVIEW OF EXISTING INFORMATION

Many of the ongoing O&M activities are the result of previously approved projects and actions taken by the Authority. Background environmental data and documents will be provided by the Authority, which may include those listed below.

- Selected California Environmental Quality Act (CEQA) documents and associated technical studies
- Relevant permits
- Draft O&M Plan and attachments
- Selected engineering drawings, maps, and technical documents
- Selected Standard Operating Procedures
- Selected Authority preserve areas or habitat management plans that will be pertinent to the development of a mitigation plan for the Proposed Project
- Geographic Information Systems (GIS) Data
- Other Information, as requested by the selected consultant and agreed to by the Authority

In addition to document and data review, the selected consultant is expected to meet with and interview Authority environmental staff, with the goal of obtaining information on areas of environmental and/or regulatory concern, other known resources, and to help identify the potential permitting mechanisms.

B.2. TECHNICAL DOCUMENT PREPARATION & CEQA INITIAL STUDY

The Authority anticipates that a significant portion of the environmental analysis for the Proposed Project can be prepared using existing information and data (see Section B.1 above). The selected consultant will coordinate with Authority environmental staff to identify data gaps, field surveys, and technical studies necessary to close those gaps.

**Anticipated Technical Studies & Documents**

- Biological and Jurisdictional Resources Report (field surveys may be necessary, including focused surveys)
- Cultural Resources Report
- Comprehensive Mitigation Plan
- Other environmental topic analysis, as required by CEQA

---

2 Other relevant environmental and planning documents, including documents not prepared by the Authority, may also need to be considered during the preparation of technical documents, CEQA process, and programmatic permits.

3 For habitat and species mitigation, Authority staff will inform the selected consultant where on-site (property owned in-fee) mitigation opportunities occur or can be developed.
Data
- Appropriate GIS data resulting from technical studies and other analysis
- Other data, as required by CEQA and permitting agencies

CEQA Initial Study
- After the review of the existing information and preparation of technical studies, the selected consultant will assist the Authority with the preparation of a CEQA Initial Study. The CEQA Initial Study will be prepared consistent with the Authority’s local CEQA guidelines, in close coordination with Authority staff, and will help determine the appropriate CEQA compliant document (e.g. EIR or MND).

B.3. COMPLETE CEQA PROCESS

Once the CEQA Initial Study is prepared, the selected consultant will continue to support the Authority during the CEQA process, including assisting with the preparation of the appropriate CEQA documents. Note that while the Proposed Project is programmatic in nature, it is anticipated that impacts associated with the implementation of O&M, as described in the Draft O&M Plan, will be mitigated to levels less than significant. Additionally, it is noted that many of the impacts have already occurred and were mitigated as part of previously approved projects or actions taken by the Authority.

B.4. PROGRAMMATIC PERMITTING

Programmatic permitting is the ultimate goal and shall be the outcome of the Proposed Project. The selected consultant will support the Authority with the preparation of permit applications and during the negotiations of programmatic permits and agreements. The selected consultant is expected to support the Authority’s efforts until all the anticipated permits are obtained.

Anticipated Programmatic Permits
- CDFG 1602 Agreement, Programmatic Routine Maintenance Agreement
- CWA Section 404 Permit, Regional General Permit
- CWA Section 401 Permit, Water Quality Certification for CWA 404 Permit
- Federal ESA compliance (possible mechanisms include a Section 7 Consultation or Habitat Conservation Program)
- California ESA and FGC compliance (possible mechanisms include Incidental Take Permit, NCCP, or State-Federal Consistency Determination).

C. REQUIREMENTS FOR STATEMENT OF QUALIFICATIONS

Statements of Qualifications (SOQ) submitted by potential consultants shall be concise, well organized, and demonstrate the responder’s experience applicable to the requirements of this Request for Qualifications (RFQ). A SOQ submitted in response to this RFQ shall be in the following order and shall include:

 Data shall be submitted to the Authority as requested.

 Authority environmental staff will provide to the selected consultant necessary proof of such previous mitigation, as applicable, to avoid duplication of mitigation for O&M impacts.
1. **Introductory Letter:** Describe firm’s expertise on CEQA and programmatic permitting, in light of the information provided in the Draft O&M Plan, this RFQ, and the Authority’s strategic plan goals and objectives. This letter should also contain an expression of the firm’s commitment in assisting the Authority during this entire process, a statement regarding the qualifications of the firm, and any summary information that may be useful or informative to the Authority.

2. **Identification of Responder:**
   a. Provide legal name and address of company.
   b. Provide legal form of company (partnership, corporation, joint venture, etc.).
   c. Identify any parent companies and sub-consultants.
   d. Provide addresses of office(s) and number of employees.
   e. Provide name, title, address, telephone number, and email of a person to contact concerning the SOQ.

3. **Financial Relationships Disclosure(s):**
   a. Identify all existing and past financial relationships between consultant’s firm and current members of the Authority’s Governing Board and staff and entities for which said members are employed or have an interest, both past and present. If there are none, clearly state this.
   b. Identify all existing and past financial relationships between consultant’s proposed sub-consultants and current members of the Authority’s Governing Board and staff and entities for which said members are employed or have an interest, both past and present. If there are none, clearly state this.
   c. For a list of the Authority’s Governing Board members, see the following link:  
   http://www.sweetwater.org/35/Governing-Board

4. **Required Qualifications:** The following are the minimum required qualifications for proposers. Interested parties should not submit a SOQ if they do not meet these required qualifications:
   a. The consultant’s primary business or the primary business of a department within the consultant’s firm shall be natural resource management, environmental planning, and regulatory permitting, and shall have been in the business of natural resource management, environmental planning, and regulatory permitting for at least 5 years.
   b. The consultant shall provide a single Project Manager as the primary point of contact with the Authority. This Project Manager must have at least 5 years (total, with current firm or other employers) of project management experience in the fields of natural resource management, environmental planning, and regulatory permitting.
   c. Preference will be given to consultants experienced with natural resource management, environmental planning, and regulatory permitting in southern and
coastal California, demonstrated by the consultant’s list of qualifying projects of a similar nature to the Proposed Project.

d. Provide a list of past and on-going qualifying projects for which the consultant’s services were or are similar to those described in this RFQ. Limit the list to no more than 10 projects the consultant feels are most relevant to the RFQ. For each project, include the following:

- A brief description of the project, date initiated, date completed (if applicable).
- Name of owner and owner’s project manager with contact information (e-mail and/or phone).
- Identify role of the key personnel proposed for the Authority’s proposed project.

e. Present the experience of any sub-consultants in the same manner.

f. Provide evidence of the experience and competence of the consultant’s team proposed to work on the Proposed Project.

g. Provide a tentative strategy (i.e. scope of work) and schedule to complete the Proposed Project, which includes processing CEQA and obtaining programmatic permits. Assume the Proposed Project begins April 1, 2020.

5. **Consultant’s Organization and Key Personnel:** Provide an organizational chart showing the relationship and titles of key personnel. Describe proposed consultant’s organization, including identification, experience, and responsibilities of key personnel and sub-consultants. For each of the key personnel, identify their function, project-related experience, and main work location. Identify the Project Manager who will be responsible for the direct supervision and coordination of all work activities.

6. **Costs:** Attach a separate, sealed envelope marked “Confidential – Billing Rates” to the SOQ. Include a list of all individuals who are expected to work on the Proposed Project with name, position, and hourly billing rate.

7. **Exceptions to the RFQ:** The proposer shall certify that it takes no exceptions to this RFQ, including but not limited to the Authority’s Professional Services Agreement (Agreement), which is attached (see Attachment 2). If the respondent does take exception(s) to any portion of the RFQ or Agreement, the specific portion of the RFQ or Agreement to which exception(s) is taken shall be identified and proposed alternative language shall be provided and explained in the SOQ.

8. **SOQ Authorization:** The SOQ shall be signed by an individual authorized to bind the consultant and shall contain a statement to the effect that the submittal is in effect for ninety (90) days.

9. **SOQ Submittal:** Provide one electronic copy of the SOQ in PDF in a compact disc, Universal Serial Bus (USB) flash drive, or by email to imarquez@sweetwater.org. In addition, provide six (6) hard copies of the SOQ.
SOQs, including printed hard copies, must be received by the Authority’s Engineering Department NO LATER THAN 5:00 P.M. on January 22, 2020. SOQs shall be delivered to the Authority’s Administration Office located at the following address:

Sweetwater Authority  
Attention: Israel Marquez, Environmental Project Manager  
505 Garrett Avenue  
Chula Vista, CA 91910

D. CONSULTANT SELECTION PROCESS

The Authority will evaluate all SOQs based on the evaluation criteria presented in this section, as well as other information obtained through background information and references.

The Authority’s Governing Board may convene a Committee for this RFQ. The Committee is made of three Governing Board Members assisted by Authority staff key to land management and environmental compliance. Using the established evaluation criteria, the Governing Board or Committee will evaluate the SOQs based on the firms’ personnel and organization, experience, and other information included in the SOQ, except for the cost data provided. To determine the firm(s) deemed most qualified to perform the requested service, the Governing Board or Committee will evaluate responses to ensure the consultant meets all required qualifications. Responses that do not meet all required qualifications may be rejected and not reviewed further. Those SOQs that clearly show the firm meets all required qualifications will be evaluated further and scored based on the criteria listed below.

The Governing Board or Committee may choose to select a short list from the SOQs received based on SOQ evaluation, and conduct interviews of the short-listed firms. After the interviews, short-listed firms may be re-evaluated and ranked based upon the combined SOQ/interview process. The Authority reserves the right to eliminate the interview step of the procurement process and reserves the right to cancel the RFQ process.

The evaluation criteria that will be used by the Governing Board or Consultant Selection Committee are as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience of lead consulting firm on preparing CEQA and CEQA-supporting documents, completing the CEQA process, and acquiring regulatory permits for projects similar to the proposed.</td>
<td>30</td>
</tr>
<tr>
<td>Qualifications and experience of assigned personnel, including sub-consultant personnel.</td>
<td>30</td>
</tr>
<tr>
<td>Proposed method to accomplish the Proposed Project.</td>
<td>25</td>
</tr>
<tr>
<td>Completeness in addressing requested information.</td>
<td>15</td>
</tr>
</tbody>
</table>

After final selection by the Governing Board or Consultant Selection Committee, the Authority will enter negotiations with the selected firm, which will include development of a scope of work and fee. If negotiations fail, the Authority may enter negotiations with the second ranked firm. After negotiating an agreement that is fair and reasonable, the contract award will be considered by
the Authority’s Governing Board. The Authority’s Governing Board has the final authority to award the contract.

E. AGREEMENT EXECUTION

Following award, an Agreement between the Authority and the selected consultant will be executed. The selected consultant will be expected to execute the Authority's standard Agreement without modification. A copy of the Agreement is provided in Attachment 2. If the selected consultant does take exception(s) to any portion of the Agreement, the specific portion of the Agreement to which exception(s) is taken shall have been identified and proposed alternative language shall have been provided and explained in the SOQ.

All services shall be performed on a time and materials basis in accordance with the standard hourly rates as submitted by the consultant and the terms of the Agreement. The Agreement will be in effect for one year and renewed if necessary at the Authority's discretion. Once the Agreement is executed by both parties, the consultant’s work will be authorized via a Notice of Award (NOA) letter and then a Notice to Proceed (NTP) letter.

The Authority's Engineering Department will serve as the administrative lead on the proposed Agreement, and consultant’s work shall be coordinated with the Engineering Department’s Project Manager.

F. CONSULTANT PROVIDED ITEMS

The items listed below are to be provided by the selected consultant after negotiations:

1. Insurance documentation before Agreement is executed. Refer to the sample Agreement in Attachment 2 for insurance requirements.

2. Once work on the Project begins, the selected consultant is required to provide quarterly progress reports detailing activity since last progress report and upcoming activity.

F. DISCLAIMER

This RFQ does not commit the Authority to enter into an agreement for services, to pay any costs incurred in the preparation of a SOQ, or to procure or contract for services or supplies. The Authority reserves the right to accept or reject any or all SOQs received as a result of this request, to negotiate with any qualified source, or to cancel in part or in its entirety this RFQ, if it is in the best interest of the Authority to do so. The Authority shall not be obligated to contract any or all of the requested services to the selected consultant. Further, even upon execution of the Agreement, the selected consultant will not be guaranteed any work under the Agreement until a NOA and then a NTP letter is issued by the Authority.

Thank you for your interest in assisting the Authority with the preparation of environmental compliance documentation and programmatic permitting for O&M activities, as described in the O&M Plan. If you have any questions regarding this RFQ, please contact Israel Marquez, Environmental Project Manager, at (619) 409-6759 or imarquez@sweetwater.org.
Sincerely,
SWEETWATER AUTHORITY

Ron R. Mosher, P.E.
Director of Engineering

Enclosures:  Attachment 1 – Property Operations and Maintenance Plan (Initial Draft)
Attachment 2 – Professional Services Agreement
Attachment 2

PROFESSIONAL SERVICES AGREEMENT
This page intentionally left blank.
Sweetwater Authority

Statement of Qualifications for Programmatic Permitting of the Property Operations and Maintenance Plan

Work That Matters
January 22, 2020
January 22, 2020

Sweetwater Authority
Attention: Israel Marquez, Environmental Project Manager
505 Garrett Avenue
Chula Vista, CA 91910

Subject: Qualifications for the Programmatic Permitting of the Property Operations and Maintenance Plan

Dear Mr. Marquez:

ESA has assembled a team of specialists to assist the Sweetwater Authority in the effort to programmaticallly permit operations and maintenance (O&M) activities (the Proposed Project), as described in the draft Property Operations and Maintenance Plan (Draft O&M Plan). Programmatic permits will facilitate the cost-effective and timely maintenance of facilities so that the Authority can meet the objectives and strategic plan goals identified in the Authority’s Strategic Plan Fiscal Year 2019-20 Detailed Work Plan.

ESA has teamed with AECOM to provide the most highly qualified staff with a depth of experience in programmatic permitting, local natural resources, O&M impact assessment under the California Environmental Quality Act (CEQA), and mitigation planning. ESA understands that this important project will require an organized and well-coordinated approach that will maximize the use of existing data; allow for the organized identification and assessment of anticipated impact areas for activities identified in the O&M plan; and the categorization of impacts by activity and affected resources to allow for a comprehensive and streamlined approach to avoidance, minimization, and mitigation that will be programmatically approved by the regulatory agencies. Our team’s comprehensive experience with large-scale resources assessments for O&M projects, programmatic permitting for O&M plans, and programmatic permit implementation will provide the expertise needed for a successful permitting effort with reasonable and feasible mitigation requirements that allow for the necessary flexibility for the Authority to implement activities under these permits successfully.

Why ESA-AECOM

An Experienced and Committed Point of Contact: The primary point of contact for the Authority will be Julie Stout as our project manager. She will bring accountability and technical expertise to the Authority from day one. She is currently working with the Authority to provide regulatory permitting support on the Authority’s Sweetwater Reservoir Wetlands Habitat Recovery Project (HRP). Her experience in O&M project management, regulatory and programmatic permitting and compliance, biological resources, and CEQA will be an asset during the coordination efforts with the technical team.

Programmatic Permitting Expertise: Our project team has successfully executed Regional General Permits and other programmatic permits for O&M projects of multiple local municipalities. Our programmatic waters permitting lead, Paula Jacks, has extensive experience in leading these programmatic permitting efforts and negotiating with local regulatory agency staff. The ESA-AECOM team knows what works and can identify and solve future implementation challenges early in the permitting phase before they arise.
CEQA Expertise on Water Infrastructure and O&M Projects: ESA offers strong expertise in providing every level of CEQA compliance. We have considerable experience in providing CEQA compliance services for water infrastructure O&M projects for municipalities such as the California Department of Water Resources, Eastern Municipal Water District, Inland Empire Utilities Agency, and Irvine Ranch Water District. We will put our expertise to work for you to develop legally defensible, technically thorough environmental documentation that is tailored to provide the right level of technical support.

A Collaborative Team of Industry Experts: We understand the importance of collaboration between specialists and with the Authority during the programmatic permitting process. The ESA-AECOM team has worked together on some of the largest programmatic permitting efforts in the region for local municipalities such as the City of Escondido, Los Angeles Metropolitan Water District, and San Diego County Water Authority. The project team will work closely with the Authority’s planning and engineering team to develop minimization and avoidance strategies and develop a streamlined permitting strategy.

Local and Relevant Experience with the Authority’s Resources: ESA has worked within the Authority on several projects, including providing biological resources, mitigation planning, permitting, and CEQA support for the HRP and providing CEQA support for the Central Wheeler Tank and Systems Improvement Project. ESA also has highly relevant experience regarding the Authority’s natural resources and mitigation opportunities from our evaluation of wetland and riparian mitigation options within the Sweetwater Reservoir Habitat Management Program area that was completed by Jim Prine, our mitigation lead.

The ESA appreciates this opportunity to be considered for the Proposed Project and is fully committed to assisting the Authority through the entire programmatic permitting process. We are ready to provide you with our experienced, responsive, and committed senior team. Should you have any questions about our qualifications or this proposal, please contact Julie Stout at 858.213.3065.

The undersigned represents that he/she is authorized to bind Environmental Science Associates. This submittal shall remain in effect for ninety (90) days.

Sincerely,

Bobbette Biddulph,
Senior Vice President

Julie Stout,
Principal Biologist
SECTION 2

Identification of Responder

About ESA

ESA is a full-service environmental science and planning S-Corporation. Founded in California in 1969, ESA has 50 years of experience successfully supporting its clients through planning, permitting, and project implementation. ESA has a professional staff of over 500 employees specializing in environmental compliance documentation, with a dedicated practice focused on water utilities.

Our firm is 100 percent employee-owned and is now one of the largest independently owned environmental consulting firms headquartered on the West Coast. ESA’s depth of senior technical experts ensures well-managed work efforts, quality control, and legally defensible documents. Since 1969, ESA’s primary focus has been to help our clients navigate state and federal environmental compliance regulations. We partner with clients to develop the right strategies for success. Every project is different, and ESA can assist in tailoring the right balance to maximize time and cost efficiency and legal defensibility.

ESA has 19 offices across California, Oregon, Washington, and Florida (Table 2-1). We have six offices in Southern California with dedicated employee-owners who work collaboratively to achieve the best outcomes for our clients. In Section 5, Project Organization and Key Personnel, we further outline our team and their qualifications and roles for this project.

Sub-Consultant

ESA will be joining forces with AECOM during this project for their expertise in programmatic permitting. AECOM will also provide cultural and jurisdictional resources technical support. A more detailed description of AECOM’s qualifications is presented in Section 4 and their staff roles and qualifications are presented in Section 5.
## Table 2-1: ESA Office Locations

<table>
<thead>
<tr>
<th>Region</th>
<th>Address</th>
<th>Phone</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Southern California</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>550 West C Street Suite 750</td>
<td>619.719.4200</td>
<td>33 Employees</td>
</tr>
<tr>
<td></td>
<td>San Diego, CA 92102</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>233 Wilshire Blvd. Suite 150</td>
<td>949.753.7001</td>
<td>30 Employees</td>
</tr>
<tr>
<td></td>
<td>Santa Monica, CA 90401</td>
<td>310.451.4488</td>
<td>4 Employees</td>
</tr>
<tr>
<td></td>
<td>626 Wilshire Blvd. Suite 1100</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Corporate Office</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>550 Kearny Street Suite 800</td>
<td>415.896.5900</td>
<td>73 Employees</td>
</tr>
<tr>
<td></td>
<td>San Francisco, CA 94108</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Northern California</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>180 Grand Avenue Suite 1050</td>
<td>510.839.5066</td>
<td>44 Employees</td>
</tr>
<tr>
<td></td>
<td>Oakland, CA 94612</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2600 Capitol Avenue Suite 200</td>
<td>916.564.4500</td>
<td>97 Employees</td>
</tr>
<tr>
<td></td>
<td>Sacramento, CA 95816</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Northwest</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2863 NW Crossing Drive Suite 100</td>
<td>541.241.2818</td>
<td>3 Employees</td>
</tr>
<tr>
<td></td>
<td>Bend, OR 97701</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>819 SE Morrison Street Suite 310</td>
<td>503.274.2010</td>
<td>31 Employees</td>
</tr>
<tr>
<td></td>
<td>Portland, OR 97214</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1200 N.W. 17th Avenue Suite 21</td>
<td>561.865.7749</td>
<td>3 Employees</td>
</tr>
<tr>
<td></td>
<td>Delray Beach, FL 33445</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1221 Airport Road Suite 208</td>
<td>850.460.7500</td>
<td>1 Employee</td>
</tr>
<tr>
<td></td>
<td>Destin, FL 32541</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5401 South Kirkman Road Suite 405</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orlando, FL 32819</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6151 Lake Osprey Drive Suite 320</td>
<td>941.373.1547</td>
<td>1 Employee</td>
</tr>
<tr>
<td></td>
<td>Sarasota, FL 34240</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4200 West Cypress Street Suite 450</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tampa, FL 33607</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>813.207.7200</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5309 Shilshole Ave. NW Suite 200</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Seattle, WA 98107</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>206.789.9658</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>770 Paseo Camarillo Suite 310</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Camarillo, CA 93010</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>818.703.8600</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>83</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 3

Financial Relationships Disclosures

ESA does not have and has not had any existing or past financial relationships between ESA and current members of the Authority’s Governing Board and staff and entities for which said members are employed or have an interest, both past and present.

ESA’s sub-consultant, AECOM, does not have and has not had any existing or past financial relationships between AECOM and current members of the Authority’s Governing Board and staff and entities for which said members are employed or have an interest, both past and present.
SECTION 4

Required Qualifications

This section describes the qualifications of the project team, led by ESA, and identifies the team’s relevant project experience. The qualifications of sub-consultant team partner AECOM are also included herein.

ESA’s Qualifications

ESA is one of the few remaining firms in California focused solely on environmental planning, permitting, and compliance services. We have a robust team of in-house seasoned professionals uniquely capable of meeting the Sweetwater Authority’s needs for successfully carrying out the Proposed Project. Additionally, ESA has a depth of technical specialists with extensive experience in the California Environmental Quality Act (CEQA), regulatory permitting, mitigation planning, biological and jurisdictional resources, and other disciplines; these specialists are available to oversee the preparation and review of technical analyses. For the last 50 years, ESA has been delivering high-quality permitting and environmental compliance documents.

Regulatory Permitting

A key component of our services includes providing strategic regulatory permitting support and subsequent compliance monitoring and reporting to fulfill permit requirements. ESA excels in navigating the permitting process for O&M projects to secure permits in a timely and cost-effective manner. We leverage our experience to streamline the permitting process for our clients and facilitate impact avoidance and minimization while setting a framework for adaptive management and mitigation that gives regulatory agencies confidence in our work.

We know how challenging navigating regulatory compliance can be, and this is what drives us to reduce complexity. Our regulatory group includes several former regulators to provide the right mix of professionals to meet our clients’ permitting needs. Our long-standing working relationships with regulatory and resource agency staff have ensured successful permit negotiations and mitigation for projects of all sizes and complexities, including Clean Water Act (CWA) Section 404/401 permits and California Fish and Game Code (CFGC) Section 1602 Lake and Streambed Alteration Agreements.

Our experienced team employs an interdisciplinary approach, working closely with key project planners, engineers, and technical specialists to streamline permitting and ensure project success. ESA is currently working with the State Water Resources Control Board (SWRCB) to prepare the General Order for CWA Section 401 General Water Quality Certification and Waste Discharge Requirements for Implementation of Restoration Projects Statewide. ESA’s regulatory permitting specialists assist clients in the acquisition of programmatic permits, including the Regional General Permit (RGP) for the Port of San Francisco and programmatic routine maintenance permits for a Department of Water Resources O&M Flood Control Program.
**CEQA and NEPA**

The preparation of CEQA and National Environmental Policy Act (NEPA) compliance documentation is ESA’s core business. The Authority needs a firm that can respond quickly and efficiently to produce cost-effective, high-quality environmental documentation under the direction of Authority staff. We provide every level of CEQA/NEPA compliance, including Exemptions, Addenda, Initial Studies, Environmental Assessments, Findings of No Significant Impact, Notices of Determination, Mitigated Negative Declarations (MNDs), and complex Environmental Impact Reports (EIRs) and Environmental Impact Statements (EISs). We understand the sensitivity of CEQA/NEPA compliance documentation in disclosing project impacts to the public. ESA has considerable experience working with client management and legal teams in developing legally defensible, technically thorough environmental documentation that is tailored to provide the right level of technical support to meet client and stakeholder expectations.

**FESA/CESA Compliance**

ESA provides a dedicated team of biologists who are focused on sensitive species planning, analyses, and regulatory compliance. Our team offers extensive experience supporting the federal Endangered Species Act (FESA) Section 7 consultations, obtaining California Department of Fish and Wildlife (CDFW) Consistency Determinations under California Fish and Game Code Section 2080.1, and preparing Biological Assessments, Habitat Conservation Plans, and Natural Community Conservation Plans for programmatic take coverage. We are also experts in preparing CDFW incidental take permit applications under Section 2081(b) of the California Endangered Species Act (CESA), including providing documentation for financial assurances to CDFW.

**Mitigation and Restoration Planning**

Our restoration practice has successful experience with a full range of habitats, sensitive plants, and resource types, including the scrub, chaparral, riparian, and wetland habitats common to coastal Southern California. Based on our clients’ needs, we have proven, successful experience in the following: (1) identifying and evaluating properties for restoration opportunities (quantifying potential restoration types and acreage), (2) developing restoration concept plans, (3) negotiating with regulatory agencies to obtain mitigation plan approval and project permits, (4) preparing mitigation construction plans and specifications (when needed), (5) conducting restoration implementation, (6) completing monitoring and reporting, and (7) ensuring permit compliance and obtaining agency sign-off of completed mitigation. Additional related services include preparing cost estimates (to help clients select a less expensive mitigation alternative), evaluating and helping to establish mitigation banks, preparing non-native invasive plant treatment/control plans, and assisting clients with addressing long-term land preservation needs and preparation of long-term management plans (when needed). ESA also provides plans and specifications and/or implementation of revegetation for site stability and erosion control that does not involve a sensitive habitat or habitat-based mitigation.

ESA’s Southern California restoration practice is led by ESA senior restoration ecologist Jim Prine, who has worked in Southern California for over 25 years, designing and overseeing successful habitat and sensitive-plant restoration programs, and coordinating with the regulatory agencies on our clients’ behalf to obtain approvals of mitigation plans (to facilitate issuance of agency permits) and sign-off of completed restoration programs. The practice is also supported by ESA permitting specialists, wildlife biologists, and environmental planners.
Technical Expertise

In addition to the aforementioned services, ESA also provides technical studies and analyses to support the preparation of regulatory permits and CEQA/NEPA documents.

Jurisdictional Resources

ESA’s team includes specialists trained to delineate aquatic resources under the potential jurisdiction of the U.S. Army Corps of Engineers (USACE), Regional Water Quality Control Board (RWQCB), CDFW, and California Coastal Commission (CCC) pursuant to the CWA Sections 404/401, Porter-Cologne Water Quality Control Act, California Fish and Game Code Section 1602, and California Coastal Act. ESA’s specialists regularly attend agency-hosted workshops and trainings to stay on top of the latest guidelines and procedures for completing delineations. In addition, our staff is experienced in conducting delineations at various project levels ranging from project-specific field mapping efforts to program-level desktop mapping of potential jurisdictional resources over large planning areas.

Biological Resources

ESA’s Biological Resources group provides extensive knowledge of local botanical and wildlife resources. Our expertise includes providing reconnaissance-level surveys as well as focused surveys for rare plants and local special-status wildlife species, including the San Diego and Riverside fairy shrimp, Quino checkerspot butterfly, fully protected raptor species, least Bell’s vireo, and coastal California gnatcatcher, to name a few. Our biologists have extensive experience with efficiently conducting and writing biological resources assessments for plants and/or wildlife; obtaining appropriate permits for surveying; collecting and handling threatened, endangered, and sensitive species under authorized permits; and a history of working with regulatory agencies on projects involving listed species.

Cultural and Paleontological Resources

The ESA cultural resources team has specialists covering the full range of cultural resources found within San Diego, including archaeological, built environment, paleontological, and tribal cultural resources. We regularly conduct cultural and paleontological resources records searches and surveys, assist with Native American outreach and consultation mandated by Assembly Bill 52, prepare resource evaluations and mitigation plans, provide monitoring services, and prepare technical reports and other environmental documents in compliance with the City of San Diego’s Historical Resources Guidelines, CEQA, and, if relevant, appropriate federal law, including Section 106 of the National Historic Preservation Act.

Other Technical Disciplines

In addition to the disciplines described above, ESA offers the full suite of technical specialists to support CEQA analyses, including specialists in air quality, noise, traffic, climate change, and hydrology/water quality.

AECOM’s Qualifications

As previously mentioned in Section 2, our project team will include AECOM to contribute expertise in programmatic permitting and provide cultural resources, jurisdictional resources, and mitigation and restoration planning support. AECOM is a full-service environmental planning and design firm with more than 350 environmental staff in the San Diego office, including over 50 staff who specialize in natural resources.
services and management. The majority of AECOM’s work in Southern California is with public agencies and utility-sector clients. Regardless of a project’s size, AECOM’s fundamental role and focus is to provide quality deliverables by engaging in productive discussions with clients from the onset and on their behalf, supporting agency negotiations to achieve compliance with the myriad of environmental laws and regulations that govern our industry.

Programmatic Regulatory Permitting
AECOM’s regulatory permitting specialists are conversant and current with the federal and state regulations that protect natural resources and they have substantial experience with required permit processes and jurisdictional limitations. AECOM’s experts have successfully executed large-scale programmatic wetlands and waters permitting and compliance services as well as smaller tasks focused on individual sites or actions for clients such as the San Diego County Water Authority, San Diego Gas & Electric, Southern California Edison, Southern California Gas, the Metropolitan Water District, and multiple municipalities. On behalf of their clients, AECOM has led many pre-application meetings with the USACE, U.S. Fish and Wildlife Service (USFWS), RWQCB, CDFW, and CCC as well as formal consultations to discuss impacts and compensation needs; also, they have obtained confirmation on the permitting approach, assisted with the negotiation of permitting terms, and facilitated final processing during statutory agency review periods. In addition, to streamline the formal processing, they have supported agency staff in preparing their internal environmental documentation, public noticing, and findings.

Jurisdictional Resources
AECOM’s wetland and regulatory specialists have conducted numerous assessments of potential jurisdictional waters throughout Southern California, including formal delineations per the latest agency guidance to determine the limits of state and federal waters relevant to proposed work areas. AECOM’s wetland scientists and regulatory experts are very familiar with the biota and characteristics of the aquatic resources within the region, and we are adept at integrating aquatic resource considerations into project plans. AECOM’s wetland and regulatory specialists have extensive experience preparing Jurisdictional Delineation Reports, jurisdictional determinations, and/or permitting documentation that may be required from the USACE, RWQCB, CDFW, CCC, or other local agency authorizations.

Cultural Resources
AECOM’s cultural resources specialists have the depth of experience, technical ability, and breadth of geography to address and meet the historical, tribal cultural, and cultural needs of projects throughout California. AECOM team members conduct records searches and other archival research, perform archaeological surveys and site assessments, and perform significance evaluations. AECOM’s technical expertise and ingenuity ensure the successful completion of cultural resources tasks, whether preparing studies to support programmatic EIRs, assessing sites before construction, crafting realistic mitigation measures, or treating unanticipated finds during construction. AECOM has extensive experience working respectfully with Native American tribes. Our specialists keep abreast of changes to the law and have focused training in Assembly Bill (AB) 52 facilitation. AECOM works with the Native American Heritage Commission; tribal leaders, including Tribal Historic Preservation Officers; tribal monitors; and Most Likely Descendants.
Mitigation and Restoration Planning

AECOM has a strong portfolio of mitigation planning, implementation, and monitoring projects, and has worked in all habitat types throughout the southwest. AECOM employs a large team of restoration ecologists and a field crew in their San Diego office with extensive successful experience designing habitat mitigation plans, obtaining resource agency approval, and overseeing implementation of habitat restoration programs.

Team’s Representative Project Experience

In Tables 4-1 and 4-2 below, we present a collection of ESA’s and AECOM’s key projects—most of which are staffed with key team members from both firms—that demonstrate our team’s expertise relevant to the proposed project. These projects exhibit a range of complexity, controversy, and creativity. The success of these projects demonstrates our team’s ability to apply the appropriate level of management oversight and technical rigor to the Proposed Project.

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>KEY STAFF / ROLE</th>
<th>KEY PERMITS AND DOCUMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Escondido, Programmatic Permitting for Channel Maintenance</td>
<td>Paula Jacks, Project Manager Julie Stout, Regulatory Permitting Stephanie Jow, Cultural Resources Jim Prine, Mitigation Lead Keely Craig, Jurisdictional Resources</td>
<td>404 RGP; Programmatic 401; 1602 Agreement; IS-MND; NHPA Section 106; Mitigation Plan</td>
</tr>
<tr>
<td>The Metropolitan Water District of Southern California, Programmatic Permitting for the Distribution System Infrastructure Protection Program</td>
<td>Paula Jacks, Project Manager Julie Stout, Regulatory Permitting Jim Prine, Mitigation Lead</td>
<td>404 RGP ; Programmatic 401; 1602 Agreement; Compensatory Mitigation Strategy</td>
</tr>
<tr>
<td>City of Vista Programmatic Permitting for Channel Maintenance</td>
<td>Paula Jacks, Project Manager Keely Craig, Jurisdictional Resources</td>
<td>404 RGP; Programmatic 401; 1602 Agreement</td>
</tr>
<tr>
<td>San Diego County Water Authority Programmatic Permitting for O&amp;M, New Projects, and Mitigation</td>
<td>Paula Jacks, Project Manager Stephanie Jow, Cultural Resources Julie Stout, Regulatory Permitting Keely Craig, Jurisdictional Resources</td>
<td>404 Programmatic IP/LOP; FESA Section 7; NHPA Section 106; 1602 Programmatic Maintenance Agreement</td>
</tr>
</tbody>
</table>
### Table 4-1 - Team’s Representative Project Experience

<table>
<thead>
<tr>
<th>PROJECTS</th>
<th>KEY STAFF / ROLE</th>
<th>KEY PERMITS AND DOCUMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of San Diego Transportation and Storm Water Department On-Call</td>
<td>Barbra Calantas, Contract Manager Julie Stout, Project Manager &amp; Permitting Lead Jim Prine, Project Manager &amp; Mitigation Lead Cailin Lyons, Project Manager</td>
<td></td>
</tr>
</tbody>
</table>
404 NWP; 401; 1602 Op Law; HMMP; IS-MND; FESA/ CESA under MSCP |
| Department of Water Resources On-Call | Jim Prine, Mitigation Lead Cailin Lyons, Biological Resources Julie Stout, Biological Resources | EIR; 404; 401; 1602 SAA; ESA Section 7 BO; CES 2081; NHPA Section 106 |
| Irvine Ranch Water District On-Call CEQA/NEPA Environmental Services | Jennifer Jacobus, Contract Manager and CEQA/NEPA Lead | IS-MND; EIR Addenda 401/404/1602 permitting; NHPA Section 106; Mitigation Planning |
| Inland Empire Utilities Agency On-Call Services and Facilities Master Plan PEIR | Jennifer Jacobus, CEQA Lead Julie Stout, Regulatory Permitting Specialist | PEIR |
| Southern California Edison, Strategic Planning for Programmatic Permitting of Transmission Line Rating and Remediation Projects | Paula Jacks, Project Manager Keely Craig, Jurisdictional Resources Specialist | Programmatic Permitting Strategic Planning Technical Memoranda for Waters and Species |

---

**Table 4-2 – Project Experience Descriptions and Contacts**

<table>
<thead>
<tr>
<th>PROJECT OWNER / CONTACT AND KEY STAFF</th>
<th>PROJECT DESCRIPTION</th>
</tr>
</thead>
</table>
| **City of Escondido**
Contact: Alicia Appel
aappel@escondido.org
760-839-6315 | **Channel Maintenance Programmatic Permits.** AECOM provided services to obtain programmatic authorizations for O&M activities throughout the City’s storm water channels via: (1) an RGP from the USACE, (2) 401 Certification from the RWQCB, (3) Streambed Alteration Agreement from the CDFW, and (4) informal consultation and authorization from the USFWS. Services included field delineations at 63 maintenance sites, agency meetings, cultural resources surveys, and preparation of both an MND and a Wetland Mitigation Plan. The programmatic permits were issued in 2015 and, after issuance, continued to support the City in permit compliance, including pre-activity biology surveys for rare plants and |

**Project Dates:** 2011–2018

**Key Staff and Role:** Paula Jacks, *Project Manager*
<table>
<thead>
<tr>
<th>PROJECT OWNER / CONTACT AND KEY STAFF</th>
<th>PROJECT DESCRIPTION</th>
</tr>
</thead>
</table>
| **Metropolitan Water District of Southern California**  
Contact: Jennifer Harriger  
jharriger@mwdh2o.com  
213-217-7658  
**Project Dates:** 2011–2016  
**Key Staff and Role:**  
Paula Jacks, Project Manager  
Julie Stout, Regulatory Permitting Specialist  
Jim Prine, Mitigation Lead  | **Programmatic Permitting for the Distribution System Infrastructure Protection Program.** AECOM led field studies (Orange and San Bernardino Counties) and documentation to support programmatic permitting for O&M and minor new construction activities from the USACE via a CWA Section 404 RGP, and companion authorizations from the RWQCB (CWA Section 401 certification) and the CDFW (Streambed Alteration Agreement). Services included field assessments at over 70 sites to delineate wetlands and evaluate baseline data. AECOM also led a workshop with environmental and construction services departments to present interim data and processes to obtain programmatic permitting for MWD service area-wide facility maintenance, focusing initially on the Orange County operating region. Services included documentation of the field findings (maps, site photographs, delineation data in geographical information systems [GIS]); and pre-application meetings with the USACE, RWQCB, and CDFW. A strategy for compensatory mitigation for the proposed jurisdictional waters impacts was also prepared and presented at the agency meetings. |
| **San Diego County Water Authority**  
Contact: Summer Adleberg  
sadleberg@sdcwa.org  
858-522-6754  
**Project Dates:** 2012–2019  
**Key Staff and Role:**  
Paula Jacks, Project Manager  
Stephanie Jow, Cultural Resources Specialist  
Julie Stout, Regulatory Permitting Specialist  | **Programmatic Permitting for Operations & Maintenance, New Projects, and Mitigation.** AECOM provided all services necessary to obtain programmatic authorization from the USACE via a 50-year term Individual Permit (IP)/Letters of Permission (LOP) process under Section 404 of the CWA and programmatic authorization from the CDFW via a Streambed Alteration Agreement for O&M. Eligible activities covered under the master permit include: (1) O&M activities, (2) modification or expansion of existing facilities, (3) new project construction, and (4) mitigation bank construction and management.  
Services also included assisting the Water Authority in obtaining programmatic regulatory coverage from the RWQCB and USFWS under their respective permitting authorities. Ms. Jacks led all services for related document preparation and agency collaboration, including multiple working meetings with the USACE to support the preparation of an Environmental Assessment, 404(b)(1) Guidelines Evaluation, Public Interest Review, and Statement of Findings for the Water Authority’s Programmatic Master Plan Permit. The IP/LOP was issued in 2015, and since then Ms. Jacks has supported the Water Authority in obtaining LOP for individual projects under the master IP.  
In support of the CDFW programmatic routine maintenance agreement, AECOM assessed comprehensive digital data provided by the Water Authority |
representing numerous sites where the Water Authority conducts routine O&M activities, conducted desktop review to identify locations to include and exclude, and developed a standardized impact area for the applicable maintenance activities, which were used to determine impacts for annual reporting purposes. AECOM coordinated with Water Authority and CDFW staff to determine the extent of field verification that may be needed to assemble the application; prepared tables of maintenance areas and a summary description of proposed permit activities for use in a pre-application meeting with the CDFW; and coordinated and co-led office and field meetings to obtain agency input on the permitting approach. AECOM also prepared an EIR Addendum to the Water Authority’s existing Natural Community Conservation Plan (NCCP)/Habitat Conservation Plan (HCP) EIR.

**City of San Diego**  
**Transportation & Storm Water Department**  
Contact: David Wells  
DWells@sandiego.gov  
619-541-4339  
**Project Dates:** 2019–Ongoing  
**Key Staff and Role:**  
Barbra Calantas, **Contract Manager**  
Julie Stout, **Project Manager and Regulatory Permitting Specialist**  
Cailin Lyons, **Project Manager**  
Jim Prine, **Project Manager and Mitigation Specialist**  

**As-Needed Environmental Services.** ESA is providing the City of San Diego Transportation & Storm Water Department with as-needed environmental consulting services in support of O&M projects that require regulatory permitting, biological and cultural resources surveys, CEQA document preparation, and mitigation planning support. Regulatory permitting support services have included the preparation of permit applications and implementation of permits in coordination with the USACE, San Diego RWQCB, and CDFW. ESA also participates in bi-monthly meetings with the City and regulatory agencies to discuss project permitting. Mitigation support efforts have included identifying and prioritizing mitigation sites and opportunities to provide compensatory mitigation to offset impacts to jurisdictional resources associated with ongoing O&M activities as well as future activities proposed in the City’s programmatic O&M plan (the Municipal Waterways Maintenance Plan). This scope includes GIS assistance, preliminary biological field evaluations of potential mitigation sites and opportunities, and development of mitigation strategies to coordinate with other City departments, jurisdictions, and resource agencies.

**California Department of Water Resources**  
Contact: Christine Carlton  
Christine.Carlton@water.ca.gov  
916-653-9734  
**Project Dates:** 2000–Ongoing  
**Key Staff and Role:**  
Jim Prine, **Mitigation Lead**  
Julie Stout, **Biological Resources Support**  
Cailin Lyons, **Biological Resources Support**  

**As-Needed Environmental Services.** ESA has provided the California Department of Water Resources (DWR) successful environmental and restoration services for a number of important projects including **Perris Dam Remediation** (i.e., Oak Valley wetland mitigation site), **Lake Perris Riparian Restoration**, **Salton Sea Monitoring Implementation Plan**, and **East Branch Extension Phase II (EBX-II)**. ESA’s services for each of these projects are further described below.

For the Perris Dam Remediation wetland mitigation (18 acres of wetland restoration and 17 acres of upland habitat revegetation), ESA has provided planning through implementation services, including biological surveys, CEQA documentation, hydrology modeling and engineering, Habitat Mitigation and Monitoring Plan (HMMP) preparation, permitting support, and oversight of successful implementation. The project is currently in
<table>
<thead>
<tr>
<th>PROJECT OWNER / CONTACT AND KEY STAFF</th>
<th>PROJECT DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irvine Ranch Water District</td>
<td>Year 4 of a 5-year program and is meeting its final success standards ahead of schedule. For the Lake Perris Riparian Restoration Project, ESA has collaborated with DWR to prepare an approach to restore 93 acres of riparian habitat along the northeastern shore that has been approved by California State Parks and the CDFW. For the Salton Sea Monitoring Implementation Plan Project, ESA is developing the implementation plan that will prioritize and implement monitoring actions outlined in the 2013 Salton Sea Monitoring and Assessment Plan (MAP), and develop a program management tool to track tasks and schedule for activities in support of near-term implementation of the Salton Sea Management Program. For the EBX-II Project, ESA prepared an EIR, including biological and cultural surveys, that analyzed several pipeline alignments across the Santa Ana River, as well as provided planning and permitting support. ESA met with the USACE, USFWS, CDFG, and RWQCB personnel on several occasions to review the project. ESA worked closely with DWR staff to complete permit applications, including the Biological Assessment pursuant to Section 7 of the FESA. ESA coordinated with agency staff as needed to complete the application packages and provided agency staff information as requested to complete the permits. ESA successfully obtained all the natural resources permits needed to begin construction on the project, including Section 404, 401, incidental take authorizations, Streambed Alteration Agreements, and Section 7 approvals. As a component of the Section 7 compliance with USFWS, ESA prepared a restoration plan for the project impact areas, including upland and wetland areas. The restoration project is in the process of requesting regulatory agency sign-off after 3 years, which is 2 years ahead of schedule.</td>
</tr>
<tr>
<td>On-Call CEQA/NEPA Environmental Services.</td>
<td>ESA is currently providing Irvine Ranch Water District (IRWD) with on-call CEQA/NEPA services, regulatory permitting, construction compliance monitoring, and associated technical analyses. Projects under this contract have ranged from categorical exemptions for battery storage facilities, to EIR addenda for treatment plant and groundwater well projects, to biological and cultural resources construction/mitigation monitoring. As an example project, ESA prepared a CEQA-Plus Initial Study/MND for the Peters Canyon Channel Water Reuse and Pipeline Project. As a technical analysis in support of the Initial Study/MND, ESA’s Environmental Hydrology staff provided a Reduced Discharge Technical Study to document impacts to flow and water quality downstream from the diversion points, including impacts within Peters Canyon Channel, San Diego Creek, and IRWD’s San Joaquin Marsh. ESA also provided Biological and Cultural Resources Technical Reports to support direct and indirect impacts of the project.</td>
</tr>
</tbody>
</table>

IRVINE RANCH WATER DISTRICT  
Contact: Fiona Sanchez, Sanchezf@irwd.com  
949-453-5325  

**Project Dates:** 2009–Ongoing  

**Key Staff and Role:**  
Jennifer Jacobus, Contract Manager
<table>
<thead>
<tr>
<th>PROJECT OWNER / CONTACT AND KEY STAFF</th>
<th>PROJECT DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inland Empire Utilities Agency</strong>&lt;br&gt;Contact: Pietro Cambiaso&lt;br&gt;<a href="mailto:Pcambias@ieua.org">Pcambias@ieua.org</a>&lt;br&gt;909-993-1639</td>
<td><strong>On-Call Services and Facilities Master Plan Program EIR.</strong> ESA prepared a Program EIR for the Inland Empire Utilities Agency (IEUA) for the implementation of projects identified in the Facilities Master Plans and located within the 242-square-mile IEUA service area. The IEUA proposed to construct and operate facilities identified in the six interrelated Facility Master Plans. These facilities would implement the comprehensive strategy for managing IEUA’s regional wastewater and recycled water distribution system in the future and the reliable and sustainable energy infrastructure to support these activities. These six master plans include the Wastewater Facilities Master Plan Update Report, IEUA Asset Management Plan, Recycled Water Program Strategy, 2013 Amendment to the 2010 Recharge Master Plan Update, IEUA 2015 Energy Management Plan, and the 2015 Integrated Water Resources Plan. In addition to facilities proposed within the six master plans, there are additional facilities proposed within the IEUA Capital Improvement Plan (Fiscal Year 2016/17 Ten-Year Capital Improvement Plan). The Program EIR included a comprehensive evaluation of the environmental issues identified in the CEQA Guidelines. Additional services provided under ESA’s on-call contract with IEUA included conducting biological, jurisdiction, and cultural resources surveys and acquiring regulatory permits (404, 401, and 1602) for infrastructure maintenance activities.</td>
</tr>
<tr>
<td><strong>Southern California Edison</strong>&lt;br&gt;Contact: Genevieve Cross&lt;br&gt;<a href="mailto:Genevieve.Cross@sce.com">Genevieve.Cross@sce.com</a>&lt;br&gt;626-233-5145</td>
<td><strong>Strategic Planning for Programmatic Permitting of Transmission Line Rating and Remediation Projects.</strong> AECOM prepared waters and species strategic planning documents to present programmatic permitting options for future service-area-wide Transmission Line Rating and Remediation (TLRR) permitting needs. The Programmatic Waters Permitting Strategy technical memorandum described an approach, benefits, and risks to standard vs. programmatic permitting with the USACE, SWRCB, RWQCBs, and CDFW. The Programmatic Species Permitting Strategy technical memorandum compared and contrasted the development of species-specific permits vs. regional Habitat Conservation Plans with USFWS and CDFW for future TLRR Program needs. Both memoranda included a high-level schedule, summaries of the pros/cons of different permitting approaches, and high-level cost estimates for the approaches presented.</td>
</tr>
<tr>
<td><strong>City of Vista</strong>&lt;br&gt;Contact: Jon Nottage&lt;br&gt;<a href="mailto:jnottage@ci.vista.ca.us">jnottage@ci.vista.ca.us</a>&lt;br&gt;760-643-5425</td>
<td><strong>Storm Water Channel Maintenance Programmatic Permit Renewals and Compliance.</strong> AECOM is leading all services to renew programmatic authorizations for storm water channel maintenance activities citywide. Initial permits that were issued 2010 will expire in 2020. As part of the renewal process, AECOM is supporting the City in reexamining its maintenance needs and evaluating new sites to be included in the permit renewals. Activities include support for ongoing compliance with existing permits and conducting field surveys at over 50 sites to update 2010 mapping and records (aquatic resources delineations, vegetation mapping, and habitat assessments for sensitive species). A Maintenance</td>
</tr>
<tr>
<td>PROJECT OWNER / CONTACT AND KEY STAFF</td>
<td>PROJECT DESCRIPTION</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Keely Craig, <em>Aquatic Resources Specialist</em></td>
<td>Workbook that describes current maintenance needs and BMPs is being prepared. Other activities include supporting the City in pre-application meetings with the resource agencies, preparing permit application packages, and conducting agency coordination until renewed permits from the USACE, RWQCB, and CDFW are issued.</td>
</tr>
</tbody>
</table>
This page is intentionally blank.
SECTION 4G

Strategy and Schedule

Our overall strategy will involve working closely with the Authority to determine the final permitting approach and tailor the approach to meet the Authority’s needs for project implementation timing, cost, and level of programmatic coverage. The permitting approach will need to strike the right balance between these three key factors to meet the Authority’s project objectives.

ESA has developed a tentative strategy (i.e., scope of work) and tentative schedule to obtain programmatic permits for activities described under the Authority’s Property Operations and Maintenance Plan (Draft O&M Plan) with the understanding that this approach would ultimately be revised in coordination with the Authority to develop the final scope of work. The tasks detailed below provide a summary of the anticipated efforts that will be required to obtain programmatic permits and tentative timelines. ESA-AECOM (our team) can take on these tasks in their entirety or provide the Authority with as-needed support.

Our team expects that, because the majority of the described O&M activities are likely ongoing and have previously occurred under project-level permits, the programmatic waters permitting can be completed within a 22-month period, from start to finish, as reflected in Figure 4G-1, Targeted Schedule. To issue the RGP, FESA compliance must be demonstrated; therefore, depending on anticipated impacts to federally listed species in USACE-jurisdictional waters, a separate FESA Section 7 pathway may be pursued prior to the completion of the HCP to allow the Authority to proceed with certain O&M activities prior to completion of the HCP. The HCP could then be completed to provide comprehensive species take coverage under FESA Section 10 for a longer permit term. The schedule for endangered species permitting would ultimately be determined by species impacts and the strategy that the Authority decides to pursue. Based on an HCP/2081 approach, completion of endangered species permitting is targeted for Year 3.

Task 1 – Review of Existing Information (months 0–4)

Task 1 would include project kickoff and data review (Subtask 1.1), refining the draft O&M plan (Subtask 1.2), and developing a programmatic permitting strategy (Subtask 1.3). Each of these subtasks are further described below.

Subtask 1.1 – Kickoff Meeting and Data Review (months 0–4)

ESA proposes a kickoff meeting with the Authority shortly after obtaining a Notice to Proceed (NTP), as well as the immediate initiation of Task 1.1: Kickoff Meeting and Data Review. At kickoff, the Authority and ESA’s key staff (together, the Project Team) will meet to refine the approach, identify key Project goals and milestones, discuss the data review process and permitting approach, and confirm communication protocols with the Authority and regulatory agencies.

Under the Authority’s direction, ESA will review and compile existing information that will inform the permit applications, CEQA analysis, and supporting technical documentation. ESA will review background
environmental data and documents listed by the Authority in the Request for Qualifications (RFQ) and information provided by the Authority staff during discussion and interviews, as well as other publicly available datasets that will inform the permitting and jurisdictional delineation effort such as county-wide vegetation mapping, the National Wetlands Inventory, flood mapping, topographic data, and the National Hydrography Dataset. Technical data will be reviewed to determine adequacy for the CEQA analysis and to identify additional data needs that would be fulfilled under Subtask 2.1. These data would also be reviewed to develop the desktop-level mapping approach for jurisdictional resources that would be discussed with the regulatory agencies.

All existing technical datasets will be combined to prepare an initial mapping of potential resources that coincide with proposed maintenance areas around Authority facilities. When reviewing previously prepared baseline information, it will be important to identify and exclude previously identified resources that are no longer present. This draft mapping will identify potential data gaps and/or areas of regulatory concern where focused field assessments may be needed.

**Timeline:** April 2020–July 2020

**Subtask 1.2 – Refine the Draft O&M Plan (months 0–4)**

ESA will work closely with the Authority to refine the list of O&M activities identified in the Draft O&M Plan, and will develop the implementation schedule and long-term goals that would serve as the basis for the final project description. We understand how to organize a project description that captures all of the O&M activities anticipated at each facility type. This will require close communication with the Authority to compile information in the format and detail required for permit authorization. This task would also include review and refinement of the Environmental Measures in the Draft O&M Plan. During the initial meetings and communication exchanges, ESA will also determine the extent of site-specific technical studies and other data gaps that are needed to inform the Initial Study. Impact area estimates for O&M activities would be developed in coordination with the Authority and may be informed by existing engineering drawings, previous permits, and CEQA documents.

A robust description of the project description includes a review of existing infrastructure, specificity regarding project-level maintenance and operational activities, Sweetwater’s long-term goals and objectives, and the general environmental setting of the service area.

**Timeline:** April 2020–July 2020

**Subtask 1.3 – Develop Programmatic Permitting Strategy (months 0–4)**

Under Subtask 1.3, as the list of O&M activities is further refined, ESA would coordinate with the Authority and regulatory agencies. Coordination with the regulatory agencies would include conducting a pre-application meeting to confirm the permitting approach; soliciting input on the project description and proposed O&M activities; and confirming our proposed approach for delineating jurisdictional and wildlife resources. Programmatic permits can be issued based on estimates of jurisdictional waters impacts, with formal delineations deferred to a pre-activity requirement. This approach was taken by the San Diego County Water Authority and San Diego Gas & Electric for the programmatic permits (IP/LOP and RGP, respectively) that were issued to these utility agencies. Therefore, we recommend that this option is discussed with USACE, RWQCB,
and CDFW after we conduct our initial review of existing information to determine the level of effort needed for field surveys under Subtask 2.1.

The endangered species permitting strategy under FESA/CESA would be confirmed under Subtask 4.4 following the compilation of technical data, determination of species impacts, and preparation of the Comprehensive Mitigation Plan.

**Timeline:** April 2020–July 2020

**Task 2 – Technical Document Preparation and CEQA Initial Study (months 2–6)**

Task 2 anticipates the completion of technical studies to fill data needs not addressed by existing information and the preparation of technical documents summarizing new and existing data. Ideally, the permitting and CEQA analysis will rely on existing data and a habitat-based approach to assess baseline resources. However, due to anticipated data gaps, it is likely new or updated information will be necessary to support permitting and CEQA. Upon completion of technical studies, ESA would prepare the CEQA Initial Study in accordance with the Authority’s Local Guidelines for Implementing the California Environmental Quality Act.

This task assumes that only minimal data collection and focused field survey efforts would be required. If required survey efforts are more than minimal, the timeline would be adjusted accordingly. If springtime focused species surveys are needed, these would either need to occur as soon as possible upon NTP or be deferred to the following spring.

**Subtask 2.1 – Complete Technical Studies and Document Preparation (months 2–5)**

**Jurisdictional Resources**

Jurisdictional resources will be assessed to support regulatory permitting as well as the analysis of state and federal wetlands under CEQA. If it is determined that a focused field assessment of jurisdictional resources is warranted during agency discussion under Subtask 1.3, our specialists will conduct surveys to collect data consistent with agency requirements (i.e., the minimum standards published by USACE in 2016 and 2017 for mapping and delineation reports). Where needed, formal wetland delineations will be conducted, and photographs will be taken of the aquatic features evaluated. For potential wetlands or other waters of the U.S., either the USACE wetland determination form or the ordinary high water mark form will be completed to document field findings. For waters that are under state purview only, additional notes will be taken to support the field mapping.

Our team will prepare a technical report to summarize the findings of wetlands and other waters on Authority-owned properties and easements. If determined appropriate during the initial Authority and agency interactions, this report may include a combination of detailed delineation data and general mapping of potential jurisdictional waters based on vegetation and other available waters data. Our team will follow the direction agreed upon for this technical report, which will best meet and streamline the permitting and authorization process.
Biological Resources

ESA will work closely with the Authority and regulatory agencies to identify the focused survey effort required to support the CEQA and regulatory permitting processes, and will rely on available biological survey data from the Authority to the extent feasible to reduce additional survey efforts needed. After impact footprints have been refined and an approach to the biological surveys has been determined, ESA biologists will conduct general and focused biological surveys, if needed, within the impact footprints and suitable buffers. The extent and types of surveys to be conducted would be determined after the review of existing information and in coordination with CDFW and USFWS.

Special-status species known to occur within the Authority’s larger service area that may require protocol or focused surveys include (but are not limited to): least Bell’s vireo, southwestern willow flycatcher, western burrowing owl, coastal California gnatcatcher, coastal cactus wren, Quino checkerspot butterfly, and sensitive annual plants. In some instances, the Authority may wish to assume species occupancy and incorporate avoidance and minimization measures to reduce potential impacts to less than significant, rather than conduct surveys. ESA will work closely with the Authority’s biologist to identify a survey strategy that works for the Authority’s timing and budget, while ensuring compliance with environmental laws and regulations. ESA will then prepare a comprehensive biological technical report summarizing existing data, previous field survey results, and additional field survey results to inform the CEQA review, waters permitting, and FESA/CESA permitting efforts. If it is determined that O&M activities could impact federally listed species in USACE-jurisdictional areas, a separate Biological Assessment would be prepared to support the Section 7 process.

Cultural Resources

A supplemental records search from the SCIC will be performed for O&M facility locations that have not been previously studied. The National Register of Historic Properties, California Register of Historical Resources, and local listings will also be consulted. In addition, our team will request a file-check from the Native American Heritage Commission (NAHC) regarding information on sacred lands or traditional cultural properties within the area. If desired by the Authority, ESA-AECOM will then conduct a Contact Program with individuals identified by the NAHC as having knowledge of cultural resources in the area. The Contact Program will include a letter detailing the Proposed Project and soliciting any information they might have about cultural resources in the project area, as well as one follow-up phone call. Results of the supplemental record search and Contact Program will be used to identify locations for the focused field surveys. In addition to the Contact Program, Assembly Bill (AB) 52 Consultation is required as a responsibility of the CEQA lead agency. Our cultural resources specialists have supported other public agencies with AB 52 support for similar activities and can do so for the Authority, if needed.

Focused field surveys will be conducted for proposed O&M facilities that have not been previously surveyed, or that have not been surveyed within the past 10 years. If a recently studied O&M facility/location is identified as culturally sensitive by Authority staff and/or the Native American community, our team may recommend a field visit to check current conditions to ensure a smooth permitting process. However, if the data review determines that a large number of facilities have not been studied recently, this approach may be adjusted to minimize costs with the cultural resources effort focused only on a desktop review. Newly identified sites and isolates will be recorded on State of California Department of Parks and Recreation (DPR) forms (DPR 523), and previously reported resources will be updated on DPR Continuation Sheets. A non-collective strategy will be employed (i.e., if artifacts are found during the survey, AECOM will record the resource and leave it in place). ESA-AECOM
environmental science associates will combine the results of the data review, SCIC supplemental record search, and focused field surveys in the cultural resources technical report.

**Timeline:** June 2020–August 2020

**Subtask 2.2 – Prepare CEQA Initial Study (months 5–6)**

After developing the project description (Subtask 1.2) and completing the technical documents, ESA will prepare an Administrative Draft Initial Study pursuant to the CEQA Guidelines that will evaluate the O&M activities. The Initial Study will summarize the environmental setting, impacts, and proposed mitigation by resource area. As required by CEQA, the setting will describe Sweetwater’s service area “as it exists before the commencement of the project” and the effects of the project will be defined as changes from the environmental setting that are attributable to the project. The setting and impact discussions will emphasize the use of graphics and tables in depicting setting, constraints, opportunities, and impact-related data. The analysis will be supported by existing technical data and data collected consistent with any site specific evaluations.

**Timeline:** September 2020

**Task 3 – Complete the CEQA Process (months 5–9)**

Based on the technical reports and Initial Study, the Project Team would determine the appropriate CEQA document needed to complete the CEQA process. Based on the information provided by the Authority in the RFQ and for the purpose of this approach, it is assumed that an MND would be sufficient to complete the CEQA process.

The Initial Study/MND would provide an impact assessment as well as mitigation measures and regulatory agency requirements to enable the Authority to obtain programmatic-level permits.

**Subtask 3.1 – Prepare Draft Initial Study/MND (months 5–7)**

ESA will prepare the Screen-check Draft Initial Study/MND for final review, incorporate comments, and prepare the Public Draft Initial Study/MND. ESA will then prepare and file the Public Draft Initial Study/MND and Notice of Completion (NOC) with the State Clearinghouse and County Clerk. The distribution list for review will include public agencies and interested parties requesting information on the Proposed Project provided by the Authority.

**Timeline:** September 2020–October 2020

**Subtask 3.2 – Prepare Final Initial Study/MND and MMRP (months 7–9)**

After the required 30-day review period, ESA will compile all comments received on the Initial Study/MND and will prepare responses to each comment received. In compliance with Public Resources Code Section 21081.6, ESA will prepare a Draft Mitigation Monitoring and Reporting Program (MMRP) for review by the Authority. An MMRP describes the required mitigation necessary to avoid or reduce each significant impact, the responsible parties, tasks, and schedule necessary for monitoring mitigation compliance. ESA will describe how each mitigation measure reduces direct impacts below a level of significance, and how the MMRP can be used as a
framework for assessing impacts and applicable mitigation measures for O&M projects. ESA will incorporate one round of comments from the Authority on the MMRP and prepare the final MMRP and Notice of Determination.

**Timeline:** November 2020–December 2020

### Task 4 – Programmatic Permitting (months 6–36)

ESA-AECOM biologists and regulatory specialists will assist the Authority in obtaining regulatory authorization for its O&M activities from the USACE, RWQCB, CDFW, and USFWS. The authorizations from USACE and USFWS will require coordination under Section 106 of the National Historic Preservation Act (NHPA). Our cultural resources specialists will support the Authority with the required Section 106 compliance. Support for these authorizations and agency coordination will include preparation of permit packages and assistance with meetings and other types of consultation for the Authority to obtain authorizations for unavoidable impacts to jurisdictional waters and listed species that may occur within or near where O&M activities are proposed.

All efforts necessary to obtain agency permits cannot be anticipated. However, early coordination with the resource agencies through informal communication before applications are submitted will better ensure that agency concerns and recommendations regarding proposed actions are addressed. Multi-agency pre-application meetings are beneficial to this process. Our approach for supporting the Authority in obtaining these authorizations is presented below.

**Subtask 4.1 – Prepare Programmatic Waters Permit Applications (months 6–8)**

Based on the Authority’s desired permitting approach, our team will initiate the preparation of waters permit applications (CWA 404, CWA 401, and CFGC 1602) and supporting information after completing the biological and jurisdictional resources reporting and mapping efforts under Subtask 2.1. The preparation of permit applications will also be timed to allow for the incorporation of mitigation measures from the CEQA document.

**Timeline:** October 2020–November 2020

### CWA Section 404 Regional General Permit

The Authority has identified an RGP from the USACE as the applicable comprehensive permitting mechanism for programmatic authorization under Section 404 of the Clean Water Act. The RGP is an ideal permitting mechanism to authorize the maintenance activities described in the Authority’s Draft O&M Plan, because the Proposed Project’s impacts on USACE-regulated waters are expected to be minimal. Additionally, because the USACE Los Angeles District has issued numerous RGPs for similar O&M activities, our team expects that the process to obtain USACE authorization will be streamlined. Our team has extensive experience guiding our clients in obtaining RGP authorizations and is familiar with many of the RGPs that have been issued for other utilities and municipalities in Southern California. We will be an advocate for the Authority in developing an RGP that best meets your current and future needs. Applicant-specific RGPs are issued for categories of activities that are conducted at many locations and have only minimal individual and cumulative impacts.

Once issued, applicant-specific RGPs typically require annual (at minimum) pre-activity notification to USACE for work proposed, which can be provided in a format developed by the applicant to meet the conditions of
their permit, and the USACE issues a notice to proceed verifying that the terms of the RGP are met. Other key points applicable to pursuing an RGP for the Draft O&M Plan include the following:

- RGPs can only be issued for 5-year terms, however, the process to reauthorize an RGP to the applicant is a simplified process compared to a new application.
- New areas and eligible activities may be added through the renewal process.
- Once defined in the initial RGP, conditions, including mitigation requirements, are not expected to change (or not appreciably) during future renewals.
- Jurisdictional delineations may be deferred to a pre-activity condition versus a requirement of the application submittal.

**CWA Section 401 WQC and WDRs**

Under Section 401 of the Clean Water Act, every applicant for a federal permit to discharge dredged or fill materials into a regulated water body must obtain certification from the state that the proposed activity will comply with state water quality standards and water quality objectives. In California, this water quality certification (WQC) is issued by our SWRCB or an RWQCB for waters that are subject to Section 404 regulation. For non-federal waters of the state (i.e., not subject to Section 404 regulation), the Water Boards must issue individual waste discharge requirements (WDR) under the California Porter-Cologne Water Quality Control Act (Porter-Cologne). However, in August 2019, the SWRCB issued new procedures that apply to discharges of dredged or fill material to aquatic resources that are waters of the U.S. and/or non-federal waters of the state. When these new procedures become effective in May 2020, both WQCs and WDRs, as applicable to a project, will be issued by the Water Boards under one application process.

Our specialists have been monitoring the development of the new SWRCB Procedures, including attending public meetings and workshops presented by the Water Boards on these pending regulatory changes. The new combined procedures contain many similar elements of the current separate WQC and WDR processes. New requirements of note include an alternatives analysis and a watershed profile. We will support the Authority in obtaining RWQCB authorization under the new procedures for the activities identified in the Draft O&M Plan that will affect waters regulated by the Water Boards.

**CDFW 1602 Programmatic Routine Maintenance Agreement**

Pursuant to CFGC Section 1602 and Section 1603, CDFW regulates activities that would “substantially” affect any river, stream, or lake. An Agreement is required when it is determined that the proposed activity may substantially adversely affect existing fish or wildlife resources and will include measures necessary to protect existing fish and wildlife resources. CDFW jurisdiction under this law applies to all perennial, intermittent, and ephemeral rivers, streams, and lakes in the state.

The primary mechanisms available to the Authority for authorization under CFGC Sections 1600 et seq. are a Standard Agreement (5-year term with a 5-year extension allowed), Long-term Agreement (terms longer than 5 years), or a Master Agreement (terms longer than 5 years, usually for a phased project). Because most of the activities described in the Draft O&M Plan are routine in nature, a Routine Maintenance Agreement can be pursued in combination with any of the primary Agreements noted above. Although an applicant may request a type of Agreement, per CFGC Sections 1600 et seq., CDFW has the sole discretion to determine the type of authorization the applicant may obtain. A key point to consider about Master and Long-term Agreements is that...
4G | Strategy and Schedule

the statutory timeframes for review and processing of the Agreement (i.e., 30- and 60-day periods for a Standard Agreement) do not apply to the non-standard Agreement options.

Our team has worked with CDFW on behalf of numerous clients to prepare and submit the required notification materials and obtain Agreements for activities affecting CFGC-regulated waters. The Authority’s impacts to CDFW-regulated waters proposed in its program-level Draft O&M Plan should readily be authorized via a Standard Agreement if that is your preferred option. This approach was taken by the San Diego County Water Authority as the optimal programmatic CDFW permit to complement its USACE-issued permit (IP/LOP). We will advise the Authority on the pros and cons of the Agreement types and will be an advocate for you in developing and obtaining an Agreement from CDFW that best meets your current and future needs.

Subtask 4.2 – Prepare Comprehensive Mitigation Plan (months 6–8)

ESA understands the value of developing a Comprehensive Mitigation Plan in support of O&M programmatic permitting (compared to project-by-project permitting and mitigation) to reduce time required for agency coordination/review and approval, and to increase overall efficiency, which will benefit the Authority in regard to O&M schedules and budgets. Programmatic permitting will also allow for more efficient comprehensive planning, including mitigation and conservation planning, that contributes to the recovery and protection of sensitive habitats and associated species. In addition, field implementation of the comprehensive mitigation planning is expected to result in more cost-efficient (i.e., economy of scale), ecologically superior, and more successful mitigation compared to smaller habitat restoration efforts.

Based on ESA’s experience working with the Authority on identifying and quantifying habitat restoration and mitigation opportunities within the 250-acre Habitat Management Program (HMP), ESA is best qualified to coordinate efficiently and effectively with the Authority to identify and plan O&M mitigation to be included in the Comprehensive Mitigation Plan. ESA and the Authority worked together to prepare the Sweetwater Reservoir Habitat Management Program Area Wetland/Riparian Mitigation Options and Recommendations (August 2016) report, which includes sections on: (1) definitions of mitigation types and activities to generate wetland/riparian mitigation credits, (2) information on site conditions and mitigation types (i.e., wetland/riparian enhancement, rehabilitation restoration, re-establishment restoration, and aquatic buffer/upland) that can be implemented on-site, with a figure and summary table of potential mitigation areas and acres, (3) estimated per-acre costs to generate different mitigation types, and (4) the locations and acres (31.7 acres) where mitigation has previously been implemented in the HMP. The report also presents an earlier jurisdictional assessment of the HMP that was primarily based on topographic elevations and a regulatory determination of areas (i.e., at or below the reservoir spillway elevation of 239 above mean sea level) that are considered within a lake (lacustrine) jurisdictional setting. This information is helpful in determining the federal and state jurisdiction of potential mitigation areas, which is relevant for mitigation planning and for obtaining mitigation approval from federal and state agencies.

With this existing knowledge, ESA will coordinate with the Authority to identify mitigation areas (within existing or planned SWA preservation areas) necessary to fulfill O&M permitting requirements based on projected O&M impacts to regulated habitats and associated mitigation replacement ratios. It is appropriate to note that development and establishment of some mitigation would be expected to occur prior or concurrent to some O&M impacts, such that the mitigation replacement ratios could be reduced due to less temporal loss of wetland/riparian functions between the time of impacts and mitigation implementation. Due to higher mitigation value of rehabilitation and re-establishment mitigation (and establishment/creation mitigation, if it
is proposed), it is also expected that higher-value mitigation types would be used to provide mitigation for at least 1:1 of the overall negotiated mitigation replacement ratios, while enhancement mitigation may be primarily used to address remaining mitigation ratio needs.

As referenced in the RFQ, as part of this process the selected consultant will coordinate with the Authority’s environmental staff to identify any data gaps, field surveys, and technical studies that may be needed. Some of the primary factors that will make the mitigation planning more efficient (less expensive) and more successful include:

- Identifying areas that are ecologically appropriate (in regard to hydrology, etc.), which will sustain the intended habitat types and require minimal temporary irrigation.
- Identifying areas with good access for implementation and maintenance that result in minimal or no temporary impacts to sensitive resources.
- Identifying areas (if more than one area is needed) that are more contiguous.
- Identifying areas that require minimal or no landform modification (i.e., grading).

Once the Authority, in coordination with ESA, concurs on the mitigation areas and types, ESA will prepare a draft Comprehensive Mitigation Plan. It is expected the plan will include information and sections, as desired by the Authority, and will also address resource agencies requirements (e.g., the 12 mitigation plan components included in Federal Register 40 CFR Part 230, Compensatory Mitigation for Losses of Aquatic Resources; Final Rule, April 2008). ESA has similar successful experience coordinating with the Authority in developing a Restoration Plan (2019) for the Sweetwater Reservoir Habitat Recovery Project. After the Authority’s review of the draft, ESA will update and revise the plan for inclusion in the O&M programmatic permit application packages. ESA will also be available to coordinate on mitigation issues with the resources agencies, as requested by the Authority, and revise the plan based on agency comments, as approved and directed by the Authority.

**Timeline:** October 2020–November 2020

**Subtask 4.3 – Complete Programmatic Waters Permitting (months 10–22)**

Subtask 4.3 anticipates responding to various agency requests for clarification or additional information, from the submittal of final permit applications with an expectation that these requests will diminish over time.

Following submittal of permit applications, an additional meeting is recommended to solicit reviewing agency input on the specifics of the permit applications they are reviewing, as well as beginning a dialogue about any anticipated need for avoidance, minimization, or mitigation measures to support their permit authorizations. Following this meeting, the ESA-AECOM team will complete the draft and final USACE NEPA document and continue responding to agency inquiries or requests, as well as conducting frequent follow-up to ensure timely processing, through the rest of the schedule duration.

In addition to NEPA compliance, before USACE can issue a permit to discharge into federal jurisdictional waters, compliance with other federal laws must be documented. The federal law compliance that would be applicable to an RGP issued for the Authority’s Draft O&M Plan include the following: CWA Section 401, FESA, NHPA, and
Coastal Zone Management Act (CZMA) Section 307(c)(3)(A). Coordination under the CWA Section 401, the FESA, and the NHPA are discussed more in the subsections below.

**Timeline:** February 2021–September 2021

**Prepare USACE NEPA Document**
An application for an RGP is processed similar to an IP in that it requires public noticing and the USACE must prepare a NEPA document, with an alternatives analysis, if needed, and a final Statement of Findings. The USACE has developed templates for their internal NEPA documents, which the USACE project manager uses to prepare their permit-specific NEPA analysis. However, due to the heavy demand on regulatory staff, applicants often assist USACE in the preparation of their NEPA document. Our team has prepared draft NEPA documents using the USACE template for several Section 404 IPs and can support this process if needed under the contract for the Authority’s Draft O&M Plan.

The preparation of NEPA documentation to support the USACE’s decision-making process for the RGP application would begin following permit application submittals, with the benefit of obtaining agency input about project compliance with various state and federal laws during their permit review. Additional NEPA documentation that would be required for the USFWS HCP process, if an HCP is pursued, is addressed under Subtask 4.4 below.

**Coordination and Authorization under NHPA Section 106**
It is AECOM’s understanding that, as the NEPA lead agencies, USACE and USFWS are responsible for conducting government-to-government consultation with federally recognized tribes, per Section 106 requirements; however, AECOM is equipped with the experience and expertise to provide the USACE and USFWS with as-needed support to fulfill Section 106 requirements. As such, AECOM will assist with notification letters to federally recognized tribes that are traditionally and culturally affiliated with the Authority Service Area. The letters will include a brief description of the Proposed Project, the Proposed Project’s location, a contact person for the USACE and USFWS, and notification that the tribe has 30 days to respond. Additionally, AECOM will coordinate meetings and/or conference calls to facilitate meaningful discussions between the USACE and USFWS and tribes who respond within the 30-day window. Consultation will focus on the development of appropriate program-level mitigation measures to minimize significant adverse effects to historic properties. Because the Area of Potential Effect for the water and species permits will vary, it is assumed that the USACE and USFWS consultation efforts will be conducted separately but concurrently. As such, AECOM will identify opportunities for efficiencies in both efforts, where feasible, to streamline the consultation processes, such as a template letter that could be used for both consultations and joint meetings with the USACE and USFWS, as may be appropriate.

**Endangered Species Permitting**
As noted previously, prior to USACE issuance of the RGP, FESA compliance must be demonstrated; therefore, depending on anticipated impacts to federally listed species in USACE-jurisdictional waters, a separate FESA Section 7 pathway may be pursued prior to the completion of the HCP to allow the Authority to proceed with certain O&M activities prior to completion of the HCP which would provide broader coverage that includes upland species as well. This approach assumes that the FESA Section 7 process would be used to address the effects of USACE-permitted actions on federally listed species with a state-federal consistency determination for coverage to species that are also listed under FESA.
Coastal Zone Management Act Consistency

Pursuant to the CZMA, the USACE cannot issue a Section 404 permit for activities that are also regulated under the California Coastal Act (CCA) until the federal consistency requirements of Section 307(c)(3)(A) of the CZMA have been met. Our team will review the activities proposed under the Draft O&M Plan that coincide with the coastal zone to determine whether they are exempt from CCA permitting (e.g., certain repair or maintenance activities) or, if not exempt, whether the activity meets the definition of "development" under the CCA and thus would be regulated. The CCA broadly defines "development" to include repair or maintenance activities that could result in environmental impacts. If a Coastal Development Permit (CDP) is required for the Proposed Project, CZMA consistency would be satisfied by the CDP. If formal coordination under the CCA will be required, then we will support the Authority in this process. Our team has experience in obtaining appropriate California Coastal Management Program-compliance documentation for Section 404 permits.

Subtask 4.4 – Endangered Species Permitting (months 6–36)

The permitting approach for species listed as threatened or endangered under FESA or CESA will be informed by the review of existing information (e.g., Draft O&M Plan, strategic plan, and habitat management plans) and CEQA technical documents (e.g., biological and jurisdictional resources report and the comprehensive mitigation plan). ESA will work with the Authority to determine the appropriate FESA compliance mechanism (e.g., Section 7 Consultation and/or Habitat Conservation Program) and CESA and GFGC compliance mechanism (e.g. Incidental Take Permit, NCCP, and/or State-Federal Consistency Determination) based on the covered activities and species impacts. There may be an opportunity to cover some federally listed species via the CWA Section 404 RGP FESA Section 7 consultation. This would require the development of a biological opinion as part of the Section 404 RGP process. It is anticipated that ESA will have access to the draft Joint Water Authorities NCCP/HCP and the Authority will share lessons learned to guide the permitting approach.

ESA advises that an HCP approach be evaluated prior to the scheduled start date to access Federal funding in the form of Endangered Species Act Habitat Conservation Planning Assistance Grants (Section 6 grants). This grant program provides funding for tasks necessary in the planning phase of an HCP, such as baseline surveys and inventories, preparation of planning and environmental documents, and outreach. It is anticipated that the notice of funding opportunity will be released in early 2020. Based on the last solicitation, a financial match of 25 percent is recommended for the grant application. If awarded, funds would be available for use in 2021 and would assist with the preparation of the HCP and associated NEPA document.

Regular meetings, deliverable review, and documentation of decisions with USFWS and CDFW staff (Wildlife Agencies) is integral to meeting schedule milestones and successfully acquiring permits. A kickoff meeting will be used to discuss regulatory options and with a follow-up meeting to present the regulatory approach. ESA and the Authority will establish a meeting schedule for key milestones and document review to ensure Wildlife Agency input and agreement as the selected regulatory approach is advanced.

The schedule, process, and deliverables will be driven by the permitting approach selected. The following scope of work and schedule assumes an HCP and 2081 permit would be pursued in addition to the consultation under FESA Section 7 would occur as part of the effort to obtain the RGP.

Select Endangered Species Permitting Approach (months 6–10)

Upon the completion of the biological and jurisdictional resources report and comprehensive mitigation plan, ESA will work with the Authority to assess and select the FESA/CESA permitting approach based on impacts to
at-risk species, location and duration of impacts, and level of assurances desired. The plan area, covered activities, and preliminary permit term will be based on the Final O&M Plan and the covered activities list established under Subtask 1.2.

A species evaluation will be conducted to establish the covered species list. The evaluation will be used to inform the biological and jurisdictional resources report, field surveys, and comprehensive mitigation plan. A list of the known or potentially occurring special-status wildlife species and plant species will be established. Each species will be evaluated in terms of the following four variables. (1) Range—is the species known or likely to occur in the study area? (2) Status—is the species currently state or federally listed or likely to be listed in the permit term? (3) Impact—is the species or its habitat likely to impacted by the covered activities? (4) Data—is there sufficient data to analyze impacts and develop mitigation measures?

The Project Team would then present outcomes to and receive feedback from Wildlife Agencies on the maintenance activities list, covered species evaluation, and regulatory approach. A discussion of the potential regulatory approaches is provided below.

Federal Endangered Species Act
Federal endangered species permits can be sought through Section 7 and Section 10(a)(1)(B) of the FESA.

**Section 7** consultation is limited to projects with a federal nexus (e.g., projects that impact waters of the U.S.). The case-law and implementation is changing for Section 7. In the past, species impacts in waters of the U.S. and adjacent uplands could be covered by single consultation. We are seeing an increased need for Section 10 permits ([HCPs]) for upland impacts. For example, species like arroyo toad can be permitted with a Section 7 consultation when waters of the U.S. are impacted, but Section 10 would be required to for impacts to Quino checkspot butterfly.

**Section 10** consultation, (i.e., HCP), is the permitting mechanism for projects without a federal nexus. An HCP permitting approach allows for FESA incidental take coverage for currently listed species (e.g., Quino checkerspot butterfly) and species likely to be listed (e.g., burrowing owl) during the permit term. An HCP provides many benefits—in the form of assurances—compared to Section 7. No-surprise assurances allow for take coverage issued for both currently listed species and those potentially listed during the permit term without additional mitigation requirements. Permit terms are typically 30 to 50 years and allow for predictable avoidance and minimization measures to be scheduled along with covered activities. NEPA compliance is required as part an HCP permit.

California Endangered Species Act
California endangered species permits can be sought through CFGC Section 2081 or the Natural Community Conservation Planning Act (NCCPA). **CFGC Section 2081(b)** permits are limited to take coverage for state-listed species. Natural Community Conservation Plan Act permits (NCCPs) allow for similar assurances as an HCP and are also the permitting vehicle for state fully protected species (e.g., golden eagle, bald eagle). An NCCP requires planning and implementing documents (i.e., planning agreement, implementation agreement), recovery-level conservation (i.e., above and beyond typical mitigation offsets), and considerable scientific and public input (i.e., science advisors, stakeholder meetings). For species that are both federally and state listed (e.g., least Bell’s vireo), **CFGC Section 2080.1** allows for the issuance of a state-federal consistency determination.
Prepare HCP (months 10–36)

Prepare Draft HCP/2081 Chapters

The following approach assumes that an HCP would be prepared to provide take coverage for both upland and riparian/aquatic species; with a CFGC Section 2081 permit for coverage to state-listed species due to the long timeline associated with an NCCP. However, a Section 7 approach would also be considered and may be applicable if upland species impacts can be avoided and a State-Federal Consistency Determination would be considered. If a different permitting approach is selected, the timeline and tasks would be adjusted accordingly.

For preparation of the HCP, the CEQA technical studies and comprehensive mitigation plan will inform several key chapters, including alternatives to take, effects analysis, and the conservation strategy. Much of the existing background information provided at contract start will be integrated into the document as well. Upon finalization, they will be provided to the Wildlife Agencies for review and feedback.

The following is a list of the key chapters, the general content of each, and the working timeline.

- **Introduction** provides an overview of the HCP, geographical scope, permit term, covered activities, covered species, and the document outline. Timeline: February–May 2021
- **Covered Activities** describes the O&M activities that are likely to have impacts on covered species and their habitats. The focus of this chapter is to describe those activities that are likely to result in take. Timeline: February–May 2021
- **Environmental Setting** describes the physical and biological resources in the permit area. February–May 2021
- **Effects Analysis** qualifies and quantifies the level of take anticipated from the covered activities of the covered species. The effects analysis will be informed by the biological and jurisdictional resources report and field studies. It is in this chapter that the permit take levels are established. Timeline: June–September 2021
- **Alternatives to Take** considers changes to covered activities that would result in no or less take. Alternatives must be considered and the reasons those alternatives are not be selected must be presented. Timeline: June–September 2021
- **Conservation Strategy** presents the avoidance and minimization measures and BMPs that will be implemented to avoid take of covered species. For those impacts that cannot be avoided, mitigation measures are provided. This would include a description of the on-site mitigation opportunities alluded to in the RPF and refined in the Comprehensive Mitigation Plan. Timeline: June–September 2021
- **Monitoring and Adaptive Management** details the species and habitat monitoring and adaptive management that will occur in the mitigation areas. Timeline: June–September 2021
- **Assurances and Changed Circumstances** defines the assurances to be provided to the Authority from the Wildlife Agencies and assess changed circumstances for consideration. Changed circumstances include an evaluation of the likelihood and effects of flood, fire, climate change, vandalism, invasive species, and drought on mitigation areas and details how the Authority will respond to such events. October 2021–January 2022
- **Implementation** outlines how the implementation structure, roles and responsibilities, and reporting requirements. October 2021–January 2022
- **Cost and Funding** evaluates the costs of HCP implementation—program management, conservation strategy, monitoring, adaptive management, and changed circumstances—and identifies how these elements will be funded in perpetuity. October 2021–January 2022.
• **Appendices.** Appendices will be developed and delivered with their relevant chapters. HCP appendices may include glossary, covered species evaluation, species accounts, cost model, conservation easement template, management plan template, and other supporting documents. Technical studies, such as the biological and jurisdictional resources report or comprehensive mitigation plan may be included here.

Chapters and appendices will be provided to the Authority in draft and final form and a matrix would be prepared to summarize Authority’s and Wildlife Agencies’ key issues.

**Timeline:** February 2021–January 2022

**Prepare Administrative and Screencheck Draft HCP**

The key issue matrix will be used to discuss and record resolutions of HCP components that require additional analysis or decision-making for the Authority or the Wildlife Agencies. This will be used to update the draft chapters and develop the administrative draft HCP. For items that require additional analysis, memorandums will be developed as appropriate. A screencheck draft HCP will be developed to ensure that all comments and key issues have been resolved prior to the release of the public draft. Deliverables will include the administrative/screencheck draft HCP, key issue and resolution matrix, supporting memorandums, as appropriate, and administrative/screencheck draft permit applications.

**Timeline:** February–September 2022

**Prepare Public Draft HCP**

A public draft HCP will incorporate all final edits and comments and be released for public review. Deliverables will include the public draft HCP and public draft permit applications.

**Timeline:** October 2022–January 2023

**Final HCP**

A final HCP will be prepared for submittal and adoption by the Authority and permit issuance by the Wildlife Agencies. All public comments will be responded to in a master comment response document in conjunction with the NEPA document. Deliverables will include the Final HCP and permit application. A master comment response document will be delivered as part of the final NEPA document.

**Timeline:** February–March 2023

**Prepare USFWS NEPA Document (months 17–36)**

The preparation of NEPA documentation to support the USFWS HCP would begin concurrently with following permit application submittals. The preliminary NEPA document components would be prepared concurrently with the HCP and would incorporate relevant information from the CEQA document and USACE NEPA analysis. Preparation of the NEPA document would be coordinated closely with the USFWS as it is ultimately their document (although the responsibility for the document preparation falls to the permit applicant). The schedule and pre-NEPA documentation should be agreed upon by the Authority and USFWS. The studies and technical reports completed as part of CEQA can be used in the NEPA document.
Pre-NEPA
Department of the Interior (DOI) Secretarial Order (SO) 3355 streamlines NEPA reviews and implements of Executive Order 13807 “Establishing Discipline and Accountability in Environmental Review and Permitting Process for Infrastructure Projects.” SO 3355 was issued in August 2017 and applies to all DOI agencies and bureaus, including the USFWS. It sets time and page limits for both the EIS and Environmental Assessment processes. EISs have a 150 page limit (300 pages for unsullay complex projects) and a 1-year time limit from Notice of Intent to Record of Decision. Environmental Assessments have a 75-page limit and a 6-month time limit. Current guidance from the USFWS recommends a pre-NEPA planning document as part of the HCP permitting process in order to meet the page and time limits. Appendices can be used to provide supplemental information in access of the page limit. This is the latest guidance provided at the National HCP Coalition Annual Meeting (October 2019). The following are the pre-NEPA document components to be prepared concurrently with the HCP:

- Preliminary Purpose and Need
- Project Description
- Preliminary Alternatives
- Technical Report on Existing Conditions
- Preliminary Impact Analysis
- Technical Report on Recommendations for Environmental Assessment

**Timeline:** September 2021–September 2022

Notice of Intent and Scoping
Notice of Intent and scoping are not required for an environmental assessment, but may be helpful. The determination of necessity should be determined by the USFWS. It is required for an EIS. Scoping is an opportunity to introduce the HCP compliance process to the public and receive feedback on issues that may be important during the public review period.

**Timeline:** October 2022

Draft Environmental Assessment
A draft environmental assessment will be prepared based on the outcomes of the pre-NEPA document planning. The document is limited to 75 pages. Supplemental information can be provided in Appendices if deemed necessary by the U.S. Fish and Wildlife Service. (The HCP is an appendix to the Environmental Assessment.) The following are the major document components:

- Purpose and Need
- Proposed Action and Alternatives
- Affected Environment
- Environmental Consequences and Cumulative Effects

**Timeline:** October 2022–November 2022.

Public Draft Environmental Assessment
A public draft environmental assessment will be prepared and noticed in the federal register. The HCP is an appendix to the public draft Environmental Assessment. The public draft Environmental Assessment and HCP
will be released to the public together for a minimum 30-day notice period. The federal register notice will be prepared by the USFWS.

**Timeline**: December 2022–January 2023

**Final Environmental Assessment**
A final Environmental Assessment and master comment response prepared. Comments relevant to the HCP will be responded to in that document. The USFWS will be responsible for issuance of the Record of Decision.

**Timeline**: February 2023–March 2023

### Figure 4G-1: Targeted Schedule

<table>
<thead>
<tr>
<th>Task 1 - Review of Existing Information</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 - Kickoff Meeting and Data Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 - Refine the Draft O&amp;M Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 - Develop the Programmatic Permitting Strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 2 - Technical Document Preparation and CEQA Initial Study</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 - Complete Technical Studies and Document Preparation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 - Prepare CEQA Initial Study</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 3 - Complete CEQA Process</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 - Prepare Draft ISMND</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 - Prepare Final ISMND and MMARP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 4 - Programmatic Permitting</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 - Prepare Programmatic Waters Permit Applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 - Prepare Comprehensive Mitigation Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 - Complete Programmatic Waters Permitting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4 - Endangered Species Permitting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Select Endangered Species Permitting Approach</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare HCP/2081</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare USFWS NEPA Document</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Task Duration**

1. Assumes no more than minimal field survey efforts will be required.
2. Assumes FESA Section 7 consultation and no adverse effects; USACE and USFWS will conduct separate Section 106 consultation programs for the different Areas of Potential Effect. No adverse effects on historic properties. Tribal consultation will be minimal and State Historic Preservation Office consultation will be straightforward for no adverse effects concurrence. No Advisory Council on Historic Preservation consultation will be required.
SECTION 5
Organization and Key Personnel

Our team has worked in close coordination with water districts and other municipalities to meet cost and timeline expectations in acquiring programmatic permits for O&M activities.

ESA Team Overview

ESA’s proposed team has been selected for their demonstrated technical depth and expertise in providing programmatic permitting, CEQA/NEPA, and natural resources management services for O&M projects in Southern California and San Diego County. This team understands how important it is to keep projects on track and on budget. We offer a committed team to move fluidly and seamlessly to deliver responsive and trusted services to the Authority.

In this section, we include brief descriptions of our key team members’ qualifications and expertise. Key ESA-AECOM team members include our management team and key technical staff. Each team member fills a key role needed to effectively orchestrate the network of technical specialties required for contracts of this magnitude. Our team will work together with the Authority and our deep bench of technical specialists to provide a seamless and cohesive environmental review and programmatic permitting support. Our Team Organizational Chart below describes the relationships between the Authority and key ESA-AECOM personnel and identifies the areas of expertise and responsibilities of the project team. *Key personnel resumes are provided in Appendix A, which include further detail about each team member’s experience and qualifications, educational background, and skills.*
Key Project Team Members

**BARBRA CALANTAS | PROJECT DIRECTOR**

Position at ESA: Director, Biological Resources  
Office location: San Diego

Barbra Calantas has 17 years of experience as an environmental consultant and biologist in San Diego County and is the director of ESA’s San Diego office. Barbra is known for being responsive, organized, and reliable, and her day-to-day responsibilities include client, project, and task management. Notable project experience includes the Valley-Rainbow Transmission Line project, Caltrans District 11 State Route 76 Middle and State Route 76 East projects, and various biological and restoration projects located along the San Luis Rey River. Currently, Barbra is leading ESA’s biology team on various task orders under an on-call contract with the County of San Diego Department of Parks and Recreation, including work on six preserves and several thousand acres of land within San Diego County. Barbra and the ESA biology team are intimately familiar with the biological resources in this area and local regional conservation policies and regulatory framework for permitting resources within this geography.

As project director, Barbra will be responsible for providing expert counsel, advising on strategic direction, and ensuring the Authority’s overall satisfaction with our performance. In this role, she will be the team’s ultimate authority and be fully accountable for contract administration, oversight of services, and implementing ESA’s rigorous quality assurance/quality control (QA/QC) program. ESA has established a QA/QC system that ensures effective communication internally and with Authority staff. Before being submitted to the Authority, all deliverables will be reviewed by our project manager to ensure consistency of baseline information, formatting, and terminology.

**JULIE STOUT | PROJECT MANAGER AND KEY POINT OF CONTACT**

Position at ESA: Principal Biologist, Permitting  
Office location: San Diego

Julie is a senior biologist and regulatory permitting specialist with 14 years of professional experience providing management, regulatory permitting support, and technical expertise. Her project management experience includes coordinating with clients, regulatory agencies, and technical specialists of various disciplines. Julie has provided technical and regulatory permitting support on numerous water infrastructure O&M projects for clients throughout Southern California, including developing permitting strategies, coordinating with regulatory agencies, and preparing permit application packages and Biological Assessments to facilitate compliance with the CWA, CFGC, FESA, and CZMA. Julie has experience managing and providing permitting support on O&M projects for clients such as the City of San Diego. She also provided programmatic permitting support for the City of Escondido, Metropolitan Water District, and San Diego County Water Authority, and she is currently providing permitting support to the Authority on the Habitat Recovery Project.

As project manager, Julie will be your primary point of contact to coordinate with the ESA-AECOM team, and she which will be responsible for executing the scope of work. She will coordinate with the Authority and the project team to establish project strategy and approach, and she will provide expertise related to all aspects of the permitting process. Julie’s project management experience and technical expertise in regulatory permitting and biological resources will allow for effective communication with a multi-disciplinary team, and will allow the
team to quickly anticipate potential issues that may affect project schedules and manage expectations for costs and schedules accordingly. Julie will have access to weekly project cost information that is linked to our electronic timesheet and vendor invoice process. This will allow ESA to invoice for services rendered in a timely manner.

**PAULA JACKS | PROGRAMMATIC PERMITTING LEAD**
Position at AECOM: Senior Principal Biologist, Permitting
Office location: San Diego

Paula Jacks has over 20 years of professional experience as an environmental consultant. Paula routinely manages all biological resource issues on projects and conducts interagency coordination for final project review and approval. Interacting with the resource agencies regularly, she has substantial experience with state and federal permit processes and jurisdictional limitations, including federal CWA Section 404 permits and FESA consultations, and state Water Quality Certifications, Streambed Alteration Agreements, and Section 2081 take authorizations. Much of Paula’s experience with sensitive habitat issues has been in wetland systems. She has evaluated wetlands using state and federal indicators, assessed habitat functions, and developed compensatory mitigation plans.

For this project, Paula will be the programmatic permitting lead and will support the Authority in their efforts to obtain programmatic permits.

**JENNIFER JACOBUS | CEQA/NEPA LEAD**
Position at ESA: Principal Planner, Water
Office location: Los Angeles

As a senior leader within ESA’s dedicated Water Practice, Jennifer has almost 17 years of professional experience and a reputation for customer service and client satisfaction. Her focus is exclusively on water and wastewater clients and projects throughout Southern California and has a demonstrated track record for successful completion of CEQA/NEPA documents, natural resources permits, and regulatory processes and approvals. As a scientist with foundational training in ecology and resource management, Jennifer has a keen ability to communicate with ESA Technical staff to ensure appropriate and relevant analyses across all disciplines. Her experience includes working with clients’ engineering design teams to understand project features and operational criteria and transcribe technical specifications into language that is accessible to the general public for CEQA/NEPA documents.

Over her career, Jennifer has managed the completion of multiple CEQA/NEPA documents, including Irvine Ranch Water District’s Peters Canyon Channel Water Reuse and Pipeline Project CEQA-Plus Initial Study/ MND, Eastern Municipal Water District’s San Jacinto Valley Enhanced Recharge and Recovery Program EIR, Palmdale Water District’s Water System Master Plan Program EIR, and Los Angeles County Waterworks Division No. 40, Phase II antelope Valley Regional Recycled Water Project MND/EA.

Jennifer Jacobus will be the CEQA/NEPA lead and provide key strategic guidance and support during the CEQA/NEPA process.
5 | Organization and Key Personnel

**JIM PRINE | MITIGATION AND RESTORATION LEAD**

Position at ESA: Senior Principal Biologist, Restoration  
Office location: San Diego

Jim is a senior restoration ecologist with over 28 years of professional experience as an environmental consultant and an additional 2 years of experience as a biologist for the USDA Forest Service. His expertise includes designing and monitoring wetland and upland habitat restoration projects, developing exotic plant removal programs, preparing mitigation programs to obtain and comply with resource agency permits, assisting with preparation of habitat restoration construction and landscape plans and specifications, and overseeing mitigation implementation. His responsibilities for managing habitat restoration programs include feasibility assessment of sites for mitigation; habitat restoration planting design; coordination with hydrologists, engineers, and landscape architects; contractor education; horticultural and botanical monitoring; report preparation; resource agency coordination; and general project management.

Jim Prine will be the mitigation and restoration lead and coordinate with the Authority to identify opportunities and develop a mitigation strategy in the Comprehensive Mitigation Plan.

**TERAH DONOVAN | ENDANGERED SPECIES PERMITTING LEAD**

Position at ESA: Principal Environmental Scientist, Permitting  
Office location: San Diego

Terah Donovan has worked on 13 large-scale Habitat Conservation Plans in California, 5 of which included regional water district O&M activities. As technical specialist and later program manager for the Santa Clara Valley HCP/NCCP, she took the plan from planning into implementation. She ran the solutions-oriented Technical Advisory Committee where USFWS and CDFW agency staff and HCP/NCCP permittees discussed and resolved project issues. She successfully permitted and negotiated mitigation credits with four regulatory agencies—USFWS, CDFW, USACE, and RWQCB—for the 50-acre San Felipe Creek Restoration Project in Santa Clara County.

Terah Donovan will be the FESA/CESA permitting lead and will provide strategy and support in determining the FESA/CESA permitting approach as well as coordinate the preparation of FESA/CESA compliance documents and agency correspondence, under the Authority’s direction.

**CAILIN LYONS | BIOLOGICAL RESOURCES LEAD**

Position at ESA: Principal Biologist  
Office location: San Diego

Cailin Lyons has over 10 years of experience providing environmental services, with expertise in performing high-level conservation planning and environmental impact analyses for projects with complex biological and wetland resources. Her experience includes general biological surveys, vegetation community mapping, rare plant surveys, nesting bird surveys, and focused surveys for species with potential to occur in the Authority’s service area, including western burrowing owl, coastal California gnatcatcher, coastal cactus wren, least Bell’s vireo, and arroyo toad.
Cailin Lyons will be the biological resources lead and will review existing biological resources data, coordinate (as-needed) field surveys, and prepare the biological resources technical report and CEQA analysis.

**STEPHANIE JOW | CULTURAL RESOURCES LEAD**

Position at AECOM: Senior Archaeologist  
Office location: San Diego

Stephanie Jow is a senior archaeologist specializing in cultural resources management and Native American consultation. She has 10 years of professional archaeological and ethnographic experience in Southern California. Her experience includes Native American consultation and support, project management, archaeological testing, data recovery, survey, laboratory analyses, document research, report production, environmental permitting and compliance, and mitigation and monitoring programs for private, city, county, state, and federal clients. Her key project experience includes: CEQA/NEPA documents, technical reports, and Native American consultation support. Over the past decade, Stephanie has served as cultural lead and/or contributor to dozens of NEPA projects throughout Southern California. She also works closely with Southern California Native American groups to assist in project compliance with Section 106 of the NHPA (and AB 52), and she regularly works in coordination with clients, project stakeholders, and various agencies such as city and county governments, Caltrans, California Public Utility Company, Bureau of Land Management, US Army Corps of Engineers, US Fish and Wildlife Services, and the State Historic Preservation Office.

Stephanie Jow will lead the review of cultural resources and preparation of the cultural resources technical report and NHPA Section 106 consultation.

**KEELY CRAIG | JURISDICTIONAL RESOURCES LEAD**

Position at AECOM: Biologist, Permitting  
Office location: San Diego

Keely is an aquatic resources and regulatory permitting specialist with over 10 years of experience in environmental consulting, including 7 years of experience on Southern California Edison water permitting and biological licensing projects. Keely specializes in conducting formal jurisdictional delineations of wetlands and other waters, and preparing related documentation to support agency permitting with the USACE, CDFW, and RWQCB for aquatic resources impacts. She has conducted field assessments of aquatic resources ranging from estuarine and palustrine wetlands to temperate and xeric riparian systems within the coastal, foothill, mountain, and desert regions of Southern California. Keely has comprehensive experience in the preparation of permit application packages for CWA Section 404 Permitting, CWA Section 401 Water Quality Certification, authorization under California Fish and Wildlife Code Section 1600 et seq. (e.g., Lake and Streambed Alteration Agreement), and California Water Code Section 13000 et seq. Waste Discharge Requirements.

Keely Craig will lead the jurisdictional delineation effort and the preparation of a jurisdictional delineation report that will support the regulatory permit applications and the analyses of impacts to state and federal wetlands and riparian habitat under CEQA and/or NEPA.
This page is intentionally blank.
SECTION 6

Cost

Per the request of the RFQ, we have provided a list of individuals who are expected to work on this project, their positions, and their hourly billing rates in a separate sealed envelope marked “Confidential – Billing Rates.”
This page is intentionally blank.
SECTION 7

Exceptions to the RFQ

ESA has reviewed the Authority’s RFQ and Professional Services Agreement in their entirety and would like to request that the Authority consider the following changes to the Agreement in the event that ESA is selected, which are indicated in red underline and strikethrough.

Exception No. 1: Acceptability of Insurers

**Purpose of suggested change:** One of Proposer’s insurers, Crum & Forster, is authorized to do business in California but not admitted.

6.5 Acceptability of Insurers - Any insurance carrier providing insurance coverage required by the Contract Documents shall be admitted to and or authorized to do business in the State of California and maintain an agent for process within the state, unless waived, in writing, by the Authority Risk Manager.

**Alternative Resolution** – As provided in Section 6.5, Proposer requests that the Authority Risk manager waive the requirement that the insurers be admitted in the case of Crum & Forster.

Exception No. 2: Indemnification

**Purpose of suggested change:** The Authority provides a different indemnity clause in its short form contract, which Consultant considers would also be appropriate to this project.

7.1 Indemnification - **To the fullest extent permitted by law, Consultant shall defend (with counsel of the Authority’s choosing), indemnify and hold the Authority, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to any acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of Consultant’s Services, the Project or this Agreement, including without limitation the payment of all damages, expert witness fees and attorneys’ fees and other related costs and expenses. Consultant’s obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Consultant, the Authority, its officials, officers, employees, agents, or volunteers.**

During the performance of this work, Consultant agrees to protect, save, defend, and hold harmless the Authority, and its Board and each member of the Board, officers, agents, and employees from any and all claims, liabilities, expenses, or damages of any nature, including attorney’s fees, for injury or death of a person, or damage to property, or interference with use of property, arising out of or in any way connected with negligent acts, errors, or omissions, or willful misconduct performed under this agreement by Consultant, Consultant’s agents, officers, employees, subconsultants, or independent Consultants hired by Consultant. The only exception to Consultant’s responsibility to protect, save, defend, and hold harmless the Authority is due to the sole negligence, willful misconduct, or active negligence of the Authority. This hold harmless agreement shall apply to all liability regardless of whether any insurance policies are
7 | Exceptions to the RFQ

applicable. The policy limits do not act as a limitation upon the amount of indemnification to be provided by Consultant.

Exception No. 3: Compliance with All Laws

Purpose of suggested change: The section is broad in that even a minor infraction can be considered a breach of contract. Connecting the provision to the legal standard of care provides a reasonable restriction.

9.1 Compliance with All Laws - To the extent required by Section 4, Standard of Care, Consultant shall comply with all applicable laws, ordinances, codes, and regulations of the federal, state, and local government.

Exception No. 4: Laws, Venue and Attorney’s Fees

Purpose of suggested change: Proposer believes that provisions awarding attorney fees encourage rather than discourage litigation. We suggest that each party should bear its own in the event of litigation.

15.9 Laws, Venue, and Attorneys’ Fees - This Agreement shall be interpreted in accordance with the laws of the State of California. If any action is brought to interpret or enforce any term of this Agreement, the action shall be brought in a state or federal court situated in the County of San Diego, State of California. In the event of any such litigation between the parties, the prevailing party shall be entitled to recover all reasonable costs incurred, including reasonable attorney’s fees, as determined by the court, each party shall bear its own costs and attorney’s fees.

Exception No. 5: Termination or Abandonment

Purpose of suggested change: Consultants sole option in the case of Authority breach is termination. Including an option to suspend along with an opportunity to cure provides flexibility to all parties.

8.2 Termination or Abandonment - Consultant may, at its election terminate or suspend its obligation to provide further services under this Agreement upon thirty (30) calendar days’ written notice to the Authority only in the event of substantial failure by Authority to perform in accordance with the terms of this Agreement through no fault of Consultant unless the Authority cures the failure to perform within the 30-day notice. No suspension of services pursuant to this section shall be considered a delay caused by Consultant.

Exception No. 6: Disputes

Purpose of suggested change: If the parties agree to an option to suspend services as in Exception No. 3, this section should be amended to accommodate that term.

15.8 Disputes - If any disputes should arise between the Parties concerning the work to be done under this Agreement, the payments to be made, or the manner of accomplishment of the work, Consultant shall nevertheless proceed to perform the work as directed by the Authority pending settlement of the dispute, except as provided in Section 8.2.
Appendix A
Resumes
Barbra Calantas currently serves as the Director of the San Diego Office and Director of the Biological Resources and Land Management Team. She has 15 years of experience as an environmental consultant and wildlife biologist. Her responsibilities include client management, business development, project and task management on large projects and on-call projects; Endangered Species Act consultation; general and focused wildlife field surveys; document quality assurance and quality control for data collection procedures; electronic data collection guidance, and preparation of a variety of environmental documents, including Section 7 and Section 10 Biological Assessments, biological reports per a variety of local municipalities’ document and format guidelines, and sections for National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) documents.

Barbra’s specific technical field experience includes performing protocol-level surveys for federally and state- threatened and endangered species, including surveys for listed branchiopod species, Quino checkerspot butterfly, arroyo toad, desert tortoise, least Bell’s vireo, and Pacific pocket mouse. She holds a state scientific collecting permit and a federal Endangered Species Act 10(a)(1)(A) independent permit to perform surveys for listed vernal pool branchiopods, Quino checkerspot butterfly, and coastal California gnatcatcher.

Relevant Experience

City of San Diego Transportation and Stormwater Department, As-Needed Environmental Contract (H176898), San Diego County, CA. Barbra currently serves as the Contract Manager for this contract, and also serves as the Project Director for all task orders under this contract. In this role, Barbra works directly with the City contract manager and project managers within the department to develop and execute task order requests, track budgets and invoices for all task orders under this contract, track subconsultant small business participation, and participate in meetings with the City team to track task order project status and issues that arise. As the ESA contract manager, Barbra also manages and supports the ESA team with deliverable QA/QC and ensures internal resources to deliver successful outcomes for the contract. At this time, there are currently 40 task orders issued. Total contract value is up to $5 million dollars for a 5- year contract period.

County of San Diego Department of Parks and Recreation, As-Needed Environmental Services (Agreement 557744), San Diego County, CA. Barbra currently serves the County of San Diego as the Project Director for As-Needed Contract 557744 with Department of Parks and Recreation (DPR). The contract consists of providing on-call services to DPR’s Resources Management Division, responding to various tasks. Current task orders include preparation of preserve...
management guidelines and updates to the Targeted Monitoring Plan, baseline biological and cultural surveys with associated baseline reports, preparation of vegetation management plans, preparation of public access plans, focused golden eagle/raptor monitoring annual studies, to name a few. Barbra works directly with DPR staff to develop task order scope and cost, and oversees quality control on all document submittals. At this time there are 18 task orders issued. Total contract value is up to 9 million dollars for a 5-year contract period.

San Diego County Water Authority, San Vicente Marina Project, San Diego County, CA. Under a SDCWA on-call contract with her former employer, Ms. Calantas oversaw environmental compliance and coordinated with the construction contractor and scheduled compliance monitors and biological monitors for the San Vicente Marina Project, for compliance with issued permits from the U.S. Army Corps of Engineers, Regional Water Quality Control Board, U.S. Fish and Wildlife Services, and California Department of Fish and Wildlife. Ms. Calantas helped develop a compliance training education program for contractors and was also responsible for monthly reporting to the resource agencies. This project combined two separate projects with separate environmental documents and permitting, including the Emergency Storage Project and Carryover Storage Project; thus requiring an extensive understanding of multiple permit packages for ensuring successful permit compliance.

County of San Diego Department of Parks and Recreation, As-Needed Environmental Services (Agreement 525101), San Diego County, CA. With her previous employer, Barbra served as the contract manager for a former employer’s As- Needed Contract with Department of Parks and Recreation (DPR). This contract consisted of on-call services to DPR’s Resources Management Division, responding immediately to task orders issued by the county. These task orders have included wildlife and botanical field surveys, jurisdictional delineations, biological and cultural resources monitoring, document review, and preparation of technical reports and Biological Assessments in support of CEQA and NEPA for various localities throughout San Diego County. Barbra worked directly with DPR staff to develop task order scope and cost, and oversaw quality control on all document submittals.

Olivenhain Municipal Water District, Unit AA 2010 Raw Water Pipeline Project from the Second San Diego Aqueduct to the David C. McCollom Water Treatment Plant, San Diego County, California. This project involved environmental analysis for construction of a new underground 48-inch-diameter pipeline extending approximately 3 miles from the Second San Diego Aqueduct to the David C. McCollom Water Treatment Plant. With her previous employer, Ms. Calantas managed the wildlife survey work, including protocol nonbreeding-season coastal California gnatcatchers, protocol least Bell’s vireo, and protocol southwestern willow flycatcher surveys, and oversaw submittal of 45-Day Summary Reports. She also coordinated biological and noise monitors to verify compliance with avoidance and minimization measures and was responsible for regular client updates and submittal of the final monitoring summary report.
Keely Craig
Wetland and Waters Permitting Specialist, CESSWI and QSP

Education
BA, Environmental Science, Union College

Professional Affiliations
Association of State Wetland Managers

Training
Wetland Delineation Training, Wetland Training Institute, Inc.
Advanced Hydric Soils Training, Wetland Training Institute, Inc.
Advanced Wetland Training, SFSU
Wetland Science and Coastal Training Program
Qualified SWPPP Practitioner Training, CASQA
Desert Tortoise Monitoring Training Workshop, Desert Tortoise Council
Flat-tailed horned lizard monitoring training workshop, Southwest Partners in Amphibian and Reptile Conservation

Key Skills
Aquatic Resource Delineation
Aquatic and Biological Monitoring
Environmental Permitting
Construction Compliance
Construction Stormwater Plans,
Sampling, Reporting, and Inspection
Wildlife and Nesting bird surveys

Ms. Craig is a regulatory permitting specialist with over 10 years of experience in linear utility projects. She has 7 years of experience on Southern California Edison environmental construction compliance, water permitting and biological licensing projects. Her broad experience in each aspect of environmental compliance and permitting, allows for a more overarching understanding of project needs across the board. Utilizing this understanding, Ms. Craig strives to implement strategies that work and make sense for construction, permitting, and environmental compliance.

Select Project Experience

Services in Support of a Programmatic Streambed Alteration Agreement for Routine Operations and Maintenance Projects, San Diego County Water Authority, San Diego County, CA. Wetland and regulatory specialist to assist in the development and approach for programmatic authorization under a Streambed Alteration Agreement for O&M activities. Supported meetings and coordination with CDFW to obtain the final Agreement.

Channel Maintenance Programmatic Water Permits, City of Escondido, San Diego County, CA. Assisted in the development of plan and approach to renewing the programmatic 404, 401, and SAA permits for storm drain maintenance and vegetation management activities. Supported comprehensive data compilation and a meeting and coordination with USACE, RWQCB, and CDFW to discuss pending permit renewals.

Storm Water Channel Maintenance Programmatic Permit Renewals and Compliance, City of Vista, San Diego County, CA. Lead aquatic resources specialist for programmatic permit renewals. Conducted aquatic resource delineations at 60 sites throughout the city. Co-leading working meetings with City Engineering and Public Works staff to update maintenance descriptions. Currently working on preparation of the comprehensive delineation report and agency applications to obtain programmatic 404, 401, and SAA permits for citywide storm drain maintenance and vegetation management activities.

Aquatics Resource Delineation and Water Permits, San Diego County Water Authority’s FRS II Project, San Diego CA. Lead aquatic resources specialist for delineation of five ephemeral features in Mission Trails Regional Park. Completed jurisdictional determination of features delineated and prepared and submitted the permit applications.

Aquatics Resource Delineation and Water Permits, San Diego County Water Authority’s Qo204 Project, San Diego CA. Lead aquatic resources specialist for delineation along the San Luis Rey River. Completed jurisdictional determination of features and prepared permit applications.
Jurisdictional Determination of Five Reservoirs in San Diego County, San Diego County Water Authority, San Diego CA. Aquatic resources and regulatory specialist for investigating the potential jurisdictional determination of five reservoirs. Technical memoranda were prepared to discuss the USACE jurisdiction of each reservoir under the 2015 Clean Water Rule and pre-Clean Water Rule regulations.


13th Street Bridge Project, County of San Diego, San Diego CA. Conducted aquatic resource delineation of twenty-six potential vernal pool basins and Santa Maria Creek. Complete jurisdictional determination of features delineated under the 2015 Clean Water Rule and pre-Clean Water Rule.

In-house Consultant, Southern California Edison Wetland and Waterways Group, Los Angeles CA. Performed the following for the Wetlands and Waterway group: Desktop review of Operations and maintenance (O&M) projects, as well as, Small Capitol Projects, Coordinate and review consultant aquatic resource delineations and permit applications, Coordinate with agencies to obtain water permits, Perform incidental evaluations of non-compliance events for SCE. Conduct jurisdictional delineations on wetlands and waterways for SCE O&M projects, including preparing permit packages, Site visits with construction to discuss and recommend alternative construction methodology to streamline permitting processes on SCE projects, in a variety of habitats throughout California, from Shaver Lake to Menifee, Development of the water quality compliance guidance for use with the programmatic Special Use Permit on US Forest Service lands for O&M projects, Develop consultant guidance on environmental clearance and develop templates for jurisdictional delineation reports and water quality permit applications.

In-house Consultant, Southern California Edison Biology Group, Los Angeles CA. In-house consultant for two large capital projects, West of Devers and Coolwater Lugo, for the Biology group. Drafted Biological Assessments, reviewed Biological technical reports for accuracy, Drafted USFWS and BLM memos for Geotechnical borings, Review project GIS for environmental fatal flaws, Write and review survey reports and management plans, Review and draft applications and associated technical documents for the Western Riverside Multiple species habitat conservation plan (MSHCP) and Coachella Valley MSCHP, Review and comment on the Draft Environmental Impact Report/Statement.
Terah Donovan
Program Manager

Terah Donovan has worked on 13 large-scale Habitat Conservation Plans in California, five of which included regional water district operation and maintenance activities. As technical specialist and later program manager for the Santa Clara Valley HCP/NCCP, she took the plan from planning into implementation. She ran the solutions-oriented Technical Advisory Committee where U.S. Fish and Wildlife Agency, California Department of Fish and Wildlife, and HCP/NCCP permittees discussed and resolved project issues. She successfully permitted and negotiated mitigation credits with four regulatory agencies—U.S. Fish and Wildlife Service, California Department of Fish and Wildlife, U.S. Army Corps of Engineers, and Regional Water Quality Board—for the 50-acre San Felipe Creek Restoration Project in Santa Clara County.

Relevant Experience

Valley Water and Santa Clara Valley Habitat Agency, Santa Clara Valley Habitat Plan Implementation, Santa Clara County, CA. Program Manager. Terah directed 50,000-acre reserve land enrollment process, including due diligence, conservation easement and management and monitoring plan development, and biological and built baseline documentation. She managed habitat restoration projects and management and monitoring program across 1,800-acre Reserve System and County Parkland targeting 18 rare, threatened or engendered species and 9 natural communities. Terah also led governance, permit compliance and technical meetings and trainings with governing boards/committees, co-permittees, regulatory agencies, and consultants to ensure proper implementation of 50-year Habitat Conservation Plan/Natural Community Conservation Plan permit and 5-year Programmatic Regional General Permit. [2012-2019]

Valley Water, Santa Clara Valley Habitat Plan Development, Santa Clara County, CA. Task Leader and Technical Specialist. Terah coordinated and participated in issue resolution and comment integration to complete first and second administrative drafts on a aggressive schedule. She integrated species recovery program goals, objectives, and actions into the conservation strategy. Provided QA/QC on all impact, conservation, and restoration commitments cited in the document. Terah also assembled a comprehensive list and created narrative of stormwater BMPs to reduce impacts to sensitive resources and used GIS interface to increase geographic specificity of species impacts and conservation efforts. Finally, she conducted qualitative climate change analysis to predict the effects of climate change on covered species and natural communities. [2007-2012]

Santa Clara Valley Water District/Brownstein Hyatt Farber Schreck, LLP, Three Creeks Habitat Conservation Plan for Water Supply Operations, Santa...
Clara County, CA. **Project Manager.** Terah reorganized, streamlined, and edited complex, technically detailed document to allow clear communication of covered activities, impacts, and conservation strategy, as well as other document components. She also led technical team to draft original chapters and clarify existing chapter text to respond to wildlife agency and stakeholder comments. [2010-2011]

**Department of Water Resources, Bay Delta Conservation Plan, Sacramento, CA.** **Task Leader and Technical Specialist.** Terah identified, analyzed, and proposed remedial actions for changed and unforeseen circumstances that may affect future project implementation. She developed methodology to assess proposed conservation strategy alternatives and their effectiveness at reducing take of covered species and conducted a GIS-based analysis to identify and categorize conservation lands. Terah also developed the executive summary and species-specific summaries that included species overview, status, adverse effects and mitigation, key uncertainties and proposed research, monitoring and adaptive management, and net effects. [2010-2012]

**Fort Ord Reuse Authority, Fort Ord Installation-Wide Multi-Species Habitat Conservation Plan, Monterey County, CA.** **Project Manager.** Terah collaborated with permit applicants, regulatory agencies, and outside technical experts to resolve key issues prior to screen check draft. She provided issue specific presentations to local jurisdictions and legal counsel to inform them of project status, outstanding issues, and guidance on implementation ordinance creation. She also collaborated with in-house staff, local partners, and wildlife agencies to ensure that costs and funding mechanisms were appropriately identified and all required activities were adequately funded for the duration of the HCP permit period. Terah served as lead author to address comments and revise several sections, including impacts, conservation strategy, monitoring and adaptive management, implementation, funding, assurances, and alternatives. [2007-2015]

**Professional Experience**

**Santa Clara Valley Habitat Agency.** **Habitat Conservation Plan Specialist/Principal Program Manager.** Morgan Hill, CA, 2016 – 10/2019.


**Publications and Presentations**

*HCPs and Climate Change: Strategies and Tools for Planning and Implementation,* 2019. Panelist at National Habitat Conservation Plan Annual Meeting

*Design-Build and Design Intent: A Restoration Paradigm for Successful Stewardship,* 2019. Presenter at California Society for Ecological Restoration Conference

*NCCPs/HCPs and Plants,* 2016. Panelist at Habitat Conservation Planning from Tahoe to the Bay, 14th Annual Workshop.
Paula Jacks
Regulatory Permitting, Jurisdictional Waters Assessments, and Agency Coordination

Education
MS, Biology, Vegetation Ecology, San Diego State University, 1984
BA, Biology, Habitat and Plant Studies, University of Colorado, 1979

Training
Wetland Delineation Training, Wetland Training Institute, Inc.
Federal Wetland Policy Training, Wetland Training Institute, Inc.
Certified CRAM Practitioner for the Riverine Module

Professional Affiliations
Member, California Native Plant Society
Member, Sigma Xi Honor Society

Papers + Presentations
Modeling a Dynamically Changing Landscape: Using ArcView’s Spatial Analyst Extension to Evaluate Impacts. Presented at the 21st Annual ESRI International User Conference (July 2001)


Paula Jacks has over 20 years of professional experience as an environmental consultant. Ms. Jacks routinely manages all biological resource issues on projects and conducts interagency coordination for final project review and approval. Interacting with the resource agencies regularly, she has substantial experience with state and federal permit processes and jurisdictional limitations, including federal Clean Water Act Section 404 permits and Endangered Species Act consultations, and state Water Quality Certifications, Streambed Alteration Agreements, and Section 2081 take authorizations. Much of Ms. Jacks’ experience with sensitive habitat issues has been in wetland systems. She has evaluated wetlands using state and federal indicators, assessed habitat functions, and developed compensatory mitigation plans.

Select Project Experience
San Diego County Water Authority, Services in Support of U.S. Army Corps of Engineer Section 404 Programmatic Master Plan Permit.
Project manager for services to obtain programmatic authorization from the U.S. Army Corps of Engineers via an Individual Permit/Letter of Permission (IP/LOP) process. Covered and eligible activities under the programmatic authorization include (1) O&M, (2) modification or expansion of existing facilities, (3) new project construction, and (4) mitigation bank construction and management. Assisted the Water Authority in obtaining programmatic regulatory coverage from the Regional Water Quality Control Board and the U.S. Fish & Wildlife Service under their respective permitting authorities. Developed processes for future compliance under Section 106 of the National Historic Preservation Act. Led all related document preparation and agency coordination including multiple working meetings with the Corps to support their preparation of an Environmental Assessment, 404(b)(1) Evaluation, Public Interest Review, and Statement of Findings. The IP/LOP was issued in 2015, and since then Ms. Jacks has supported the Water Authority in obtaining LOPs for individual projects. 2011-2019.

Southern California Edison, Strategic Planning for Transmission Line Rating and Remediation (TLRR) Projects, Mono, Inyo, Tulare, Kern, San Bernardino, Los Angeles, Riverside County, and San Diego Counties, CA.
Project manager for the preparation of waters and species strategic planning documents for future service-area-wide TLRR permitting needs. Led preparation of a Programmatic Waters Permitting Strategy technical memorandum describing an approach, benefits, and risks to standard vs. programmatic project permitting with the USACE, SWRCB, RWQCBs, and CDFW. Managed the preparation of a Programmatic Species Permitting memorandum to compare and contrast the development of species-specific permits vs. regional Habitat Conservation Plans with USFWS and CDFW. Both memoranda included a high-level schedule and summaries of the pros/cons of different permitting approaches. 2018.

131
San Diego County Water Authority, Services in Support of an Agreement for Programmatic Routine Operations and Maintenance Projects. Senior regulatory specialist for services to obtain programmatic authorization from the CDFW via a Streambed Alteration Agreement for O&M activities that would affect aquatic resources at existing culverts, Arizona crossings, road crossings, and in-line structures (blow-offs and pump wells). Assessed comprehensive digital data representing numerous sites where the Water Authority conducts routine O&M work. Developed approach to determine impacts for annual reporting purposes. Coordinated with Water Authority and CDFW staff to determine what field verification may be needed to assemble the application. Prepared materials for pre-application discussions. Coordinated and co-led meetings to obtain agency input on permitting approach. Prepared an EIR Addendum to the Water Authority’s existing NCCP/HCP EIR. 2018-2019.

City of Escondido, Channel Maintenance Programmatic Permits, San Diego County, CA. Project manager for services to obtain programmatic authorizations for O&M activities throughout the City’s storm water channels via (1) a Regional General Permit from USACE, (2) 401 Water Quality Certification from RWQCB, (3) Streambed Alteration Agreement from CDFW, and (4) informal consultation and authorization from USFWS. Services included field delineations at 63 maintenance sites, agency meetings, cultural resources surveys, and preparation of both a Mitigated Negative Declaration and a Wetland Mitigation Plan. The programmatic permits were issued in 2015, and through 2018 Ms. Jacks supported the City in permit compliance, including agency reporting and mitigation site implementation, maintenance and monitoring. 2011-2018

Metropolitan Water District of Southern California, Regional General Permit, Los Angeles, CA. Project manager for field studies (Orange and San Bernardino Counties) and documentation to support permit applications for programmatic authorization for O&M and minor new construction activities from the USACE, RWQCB, and CDFW. Services included assessments at over 70 sites to delineate wetlands and evaluate baseline data, and document findings. Led a workshop with environmental and construction services departments to present interim data collected and processes to obtain programmatic permitting for MWD service area-wide facility maintenance, focusing initially on Orange County. Services included pre-application agency meetings. 2012-2017.

City of Vista, Storm Water Channel Maintenance Programmatic Permit Renewals and Compliance, San Diego County, CA. Project manager for services to renew programmatic authorizations for storm water channel maintenance activities citywide. Initial permits issued in 2010 will expire in 2020. As part of the renewal process, Ms. Jacks is supporting the City in reexamining its maintenance needs and evaluating new sites to be included in the permit renewals. Activities have included conducting field surveys at over 50 sites to update aquatic resource delineations, vegetation mapping, and habitat assessments for sensitive species. A Maintenance Workbook that describes current maintenance needs and BMPs is being prepared. Other activities will include supporting the City in pre-application meetings with the resource agencies, preparing permit application packages, and conducting agency coordination until renewed permits from USACE, RWQCB, and CDFW are issued. 2018-Ongoing.
Jennifer Jacobus, Ph.D.
Senior Managing Associate

Jennifer has over 16 years of professional experience and a reputation for customer service and client satisfaction. Jennifer focuses exclusively on water and wastewater clients and projects throughout Southern California and has a demonstrated track record for successful completion of CEQA/NEPA documents, natural resource permits, and regulatory processes and approvals. As a scientist with foundational training in ecology and resource management, Jennifer has a keen ability to communicate with ESA technical team leaders and staff to ensure appropriate and relevant analyses across all disciplines. Jennifer also has experience working with clients’ engineering design teams, to understand project features and operational criteria, and transcribe technical specifications into language that is accessible to the general public for CEQA/NEPA documents. In addition, Jennifer has published scientific articles in the field of fisheries and aquatic ecology.

Relevant Experience

**City of Morro Bay Water Reclamation Facility (WRF) CEQA-Plus EIR, Morro Bay, CA. Project Manager.** The City of Morro Bay is building a WRF at a new inland location. The WRF would meet or exceed all wastewater treatment requirements of the State Water Resources Control Board. The proposed project includes all necessary pipeline collection and conveyance infrastructure needed to support the treatment facility. The Final EIR was published in June 2018. ESA also provided coordination services with the California Coastal Commission regarding the Coastal Development Permit required for the project.

**Eastern Municipal Water District (EMWD), San Jacinto Valley Enhanced Recharge and Recovery Program (ERRP) EIR, San Jacinto, CA. Project Manager.** ESA prepared an EIR for the proposed ERRP, which would develop a water bank with storage capacity up to 128,000 acre feet (AF). The ERRP operation will need to comport with the Hemet/San Jacinto Watermaster’s Groundwater Management Plan. The Final EIR was certified in 2018.

**Palmdale Recycled Water Authority, Recycled Water Facilities Plan Initial Study/Mitigated Negative Declaration (IS/MND). Project Manager.** ESA, as a subconsultant to Carollo Engineers, prepared the IS/MND for the Recycled Water Facilities Plan. The Plan includes pipelines and pump stations to bring water to various end uses and end users, primarily irrigation for parks and schools as well as potential future sites for groundwater recharge reuse projects along Littlerock Creek. The IS/MND was certified in 2015. ESA subsequently provided assistance with environmental documentation to support the application for funding through the State Revolving Fund for Phase 2 of the Plan, communicating with the State Water Resources Control Board to ensure all requirements were met.
Jennifer Jacobus, Ph.D.

Irvine Ranch Water District, Peters Canyon Channel Water Capture and Reuse Pipeline Project, Irvine, CA. Project Manager. Jennifer managed the preparation of an Initial Study/Mitigated Negative Declaration (IS/MND) along with supporting technical studies, to facilitate CEQA compliance for the Project. ESA prepared an Initial Study/Mitigated Negative Declaration (IS/MND) for CEQA compliance; the IS/MND was certified and the Project approved by the IRWD Board of Directors in April 2015.

IRWD CEQA/NEPA On-Call Environmental Services, Various Locations, CA. Client Services Manager. ESA has provided Irvine Ranch Water District (IRWD) with on-call environmental consulting services (NEPA/CEQA) for an array of small project activities since 2009. ESA’s fourth and most recent contract will extend through 2019. With Jennifer as the Client Services Manager, ESA has developed strong relationships with IRWD staff, understands the District’s style and quality expectations, and has institutional knowledge about projects and facilities, allowing us to provide services quickly and efficiently. Major projects completed to date include:

- Irvine Ranch Water District, Wells 21, 22, and Tustin Legacy 1 Projects, MND/IS/EA and Addendum, Tustin, CA. Project Manager. Jennifer managed the preparation of the Initial Study/Environmental Assessment and successfully met aggressive schedule requirements for federal funding. IRWD was awarded federal funds through the American Recovery and Reinvestment Act of 2009 from the Bureau of Reclamation for this project. The project will recover and treat impaired groundwater to augment local water supplies and increase water supply reliability. The MND was certified in February 2010. In 2011, ESA prepared an Addendum to modify the location of Well TL-1.

- Irvine Ranch Water District, Stockdale Integrated Banking Project, Kern County, CA. Project Manager. Jennifer managed the preparation of an EIR for the Stockdale Integrated Banking Project, to be located outside of Bakersfield in western Kern County. The ESA team prepared biological and cultural resources technical reports as well as CEQA documentation for the Project. The Final EIR was certified in December 2015.

- Irvine Ranch Water District, Biosolids Handling and Energy Recovery Project EIR, Irvine, CA. Project Manager. Jennifer managed the ESA team to prepare the EIR for IRWD’s Biosolids Handling and Energy Recovery Project. IRWD will construct new facilities at the Michelson Water Recycling Plant to process biosolids onsite rather than sending them to Orange County Sanitation District for processing and disposal. The EIR was successfully certified in October 2012.

- Los Angeles County Waterworks Division No. 40, Phase II Antelope Valley Regional Recycled Water Project MND/EA, Palmdale, CA. Project Manager. Jennifer worked with Los Angeles County Department of Public Works, Waterworks Division No. 40 (LACWWD40) and the engineering design team to prepare a MND/EA for Phase II of the Regional Recycled Water Project. ESA prepared the Program EIR for the Regional Project in 2008. ESA coordinated with USEPA in preparation of the joint MND/EA to fulfill NEPA funding requirements. The MND/EA was successfully certified in November 2012.
Stephanie Jow is a senior archaeologist specializing in cultural resources management and Native American consultation. She has 10 years of professional archaeological and ethnographic experience in Southern California. Her experience includes Native American consultation and support, project management, archaeological testing, data recovery, survey, laboratory analyses, document research, report production, environmental permitting and compliance, and mitigation and monitoring programs, for private, city, county, state, and federal clients. Her key project experience includes: CEQA/NEPA documents, technical reports, and Native American consultation support. Over the past decade, Stephanie has served as cultural lead and/or contributor to dozens of NEPA projects throughout Southern California. She also works closely with Southern California Native American groups to assist in project compliance with Section 106 of the NHPA (and AB 52), and she regularly works in coordination with clients, project stakeholders, and various agencies such as city and county governments, Caltrans, California Public Utility Company, Bureau of Land Management, US Army Corps of Engineers, US Fish and Wildlife Services, and the State Historic Preservation Office.

Relevant Project Experience

City of Escondido, Channel Maintenance Programmatic Permits, San Diego County, CA. Cultural resources lead for the Archaeological Survey Report and Cultural Resources Monitoring and Discovery Plan in support of obtaining programmatic authorizations for Operations and Maintenance (O&M) activities throughout the City’s storm water channels via a Regional General Permit from USACE. Responsibilities included the oversight of field surveys for 30+ maintenance facilities, the preparation of resulting technical report, contributions to the Mitigated Negative Declaration, and implementation of the monitoring program. The programmatic permits were issued in 2015, and through 2018 cultural resources site monitoring and reporting was conducted. 2012 – 2018

San Diego County Water Authority, Services in Support of U.S. Army Corps of Engineer Section 404 Programmatic Master Plan Permit. Cultural Resources Lead for services necessary to obtain programmatic authorization from the U.S. Army Corps of Engineers via an Individual Permit/Letter of Permission (IP/LOP) process under Section 404 of the Clean Water Act. Covered and eligible activities under the programmatic authorization include (1) O&M, (2) modification or expansion of existing facilities, (3) new project construction, and (4) mitigation bank construction and management. Assisted the Water Authority with developing processes for future compliance under Section 106 of the National Historic Preservation Act. The IP/LOP was issued in 2015. 2012 – 2015
San Diego County Water Authority, As-Needed Consulting Services, Moosa Creek Project, San Diego County, CA. Cultural Task Lead and Principal Investigator for the Moosa Creek Project as part of as-needed professional services for the Water Authority. Tasks included the oversight of the field survey and staff, preparation of the cultural resources technical report, AB52 Native American consultation support, and contributions to the MND. Water Authority PMPP submittal support and coordination with the USACE was also provided. 2016-2019

City of San Diego, Vernal Pool Habitat Conservation Plan, San Diego, CA. Archaeologist for preparation of the City’s vernal pool habitat conservation plan environmental impact report and environmental impact statement. Prepared the cultural resources section for the environmental documents and conducted a Native American consultation program with local tribes. 2016

NAVFAC Southwest and MCB Camp Pendleton, Public Outreach Program, MCB Camp Pendleton, San Diego County, CA. Project Manager and Cultural Lead for the development of a public outreach plan as part of the cultural resources program on MCB Camp Pendleton. The project also includes the production of posters, brochures, and a web page, highlighting Base history as well as the cultural resources and heritage sites located on Base. Additional responsibilities include consultation with public interest groups and local Juaneño and Luiseño Native American groups. 2012-2015

Naval Facilities Engineering Command Southwest, Basewide Utilities Infrastructure, MCB Camp Pendleton, CA. Native American liaison/Section 106 consultant/archaeologist for the cultural resources investigations in support of utility infrastructure upgrades on MCB Camp Pendleton. Responsibilities included: survey of more than 60 archaeological sites and the testing of several of the sites, laboratory analysis and cataloging of project artifacts, and report contributions. Additional duties included seven months of Section 106 Native American consultation work with local Juaneño and Luiseño Native American tribes, resulting in an executed Programmatic Agreement. Consultation efforts included coordinating client/tribal meetings, luncheons, and field visits, as well as the preparation of informational packets and presentations. 2010-2012
Cailin Lyons
Senior Biologist

Cailin Lyons has over 10 years of experience providing environmental services, with expertise in performing high-level conservation planning and environmental impact analysis for projects with complex biological and wetland resources. Her experience includes general biological surveys, vegetation community mapping, rare plant surveys, nesting bird surveys, and species-specific surveys for western burrowing owl, flat-tailed horned lizard, coastal California gnatcatcher, coastal cactus wren, least Bell’s vireo, and arroyo toad.

Relevant Experience

**Sweetwater Authority, Central Wheeler Tank Construction and System Improvements Project, Unincorporated San Diego County, CA.** *Biology Task Manager.* Cailin conducted the general biological resources survey and prepared the biological technical report for the construction of a new water storage tank and water transmission mains. The biological resources survey and report included an evaluation of potential special-status species and jurisdictional waters and wetlands, and project-specific mitigation to reduce impacts to less than significant levels.

**Sweetwater Authority Preserve Habitat Recovery Project (HRP) Phase II Mitigation Planning, San Diego County, CA.** *Habitat Management Program Task Manager.* Cailin is preparing an updated Habitat Management Program (HMP) for upper Sweetwater Reservoir in support of the Sweetwater Authority Wetlands Habitat Recovery Project and associated regulatory permits. The HMP will include a summary of existing conditions within the project area, the status and relationship of current and past permits, and monitoring and management actions that ensure consistency with applicable permits and regional standards.

**County of San Diego Department of Public Works, San Diego County, CA.** *Task Order Manager.* For this Public Works Department on-call contract, Cailin leads development and completion of task order scopes for channel maintenance, landscape improvement, and traffic engineering projects. These projects include assisting the County of San Diego with biological and cultural resources monitoring, revegetation, and conceptual landscape design, as well as management of subconsultants for roadway improvement projects.

**City of San Diego Transportation and Storm Water Department, On-Call Contract, San Diego, CA.** *Task Order Manager.* For this Transportation and Storm Water Department on-call contract, Cailin leads multi-disciplinary studies and monitoring for channel maintenance and infrastructure improvement projects such as the Carrol Canyon Emergency Maintenance Project, Guy Street Pipe Repair Project, 20th & B Street Channel Replacement, and numerous other maintenance projects.

EDUCATION
- MLA, Sustainability & Environmental Management, Harvard University
- BS, Environmental Management & Protection, California Polytechnic State University, San Luis Obispo

10 YEARS OF EXPERIENCE

CERTIFICATIONS/REGISTRATION
- Section 10(a)(1)(A) Recovery Permit for Coastal California Gnatcatcher
- U.S. Army Corps of Engineers Wetland Delineation Certification
- U.S. Army Corps of Engineers Arid West Regional Supplement Training
- California Department of Fish & Wildlife Scientific Collecting Permit
- Letter of Concurrence for Flat-tailed Horned Lizard
- Occupational Safety and Health Administration (OSHA) 10-Hour Construction Industry Outreach
- Letter of Concurrence for Coastal California Gnatcatcher
- U.S. Army Corps of Engineers Wetland Delineation Certification
- U.S. Army Corps of Engineers Arid West Regional Supplement Training
- California Department of Fish & Wildlife Scientific Collecting Permit
- Letter of Concurrence for Flat-tailed Horned Lizard
- Occupational Safety and Health Administration (OSHA) 10-Hour Construction Industry Outreach
- Section 10(a)(1)(A) Recovery Permit for Coastal California Gnatcatcher
- U.S. Army Corps of Engineers Wetland Delineation Certification
- U.S. Army Corps of Engineers Arid West Regional Supplement Training
- California Department of Fish & Wildlife Scientific Collecting Permit
- Letter of Concurrence for Flat-tailed Horned Lizard
- Occupational Safety and Health Administration (OSHA) 10-Hour Construction Industry Outreach
- Letter of Concurrence for Coastal California Gnatcatcher
- U.S. Army Corps of Engineers Wetland Delineation Certification
- U.S. Army Corps of Engineers Arid West Regional Supplement Training
- California Department of Fish & Wildlife Scientific Collecting Permit
- Letter of Concurrence for Flat-tailed Horned Lizard
- Occupational Safety and Health Administration (OSHA) 10-Hour Construction Industry Outreach
**County of San Diego Department of Parks and Recreation, On-Call Contract, San Diego, CA. Contract Manager.** For this Parks and Recreation Department On-Call, Cailin oversees the development and implementation of task order scopes related to development of park facilities and trails, as well as preserve monitoring to ensure compliance with the County’s MSCP. These projects include a range of tasks including biological and cultural resources surveys, construction monitoring, and preparation of baseline survey reports, MSCP monitoring reports, vegetation and public access plans, and CEQA documents.

**Dictionary Hill Preserve Baseline Biodiversity and Cultural Surveys and Reports, San Diego, CA. Project Director & Biologist.** ESA recently conducted baseline biological and cultural resources inventories, in support of preparation of baseline reports as well as vegetation management and public access plans. Cailin oversaw contract activities, including implementation of a suite of biodiversity surveys including invasive plant mapping, avian surveys, herpetological trapping, small mammal trapping, and movement corridor studies. She also oversaw preparation of and contributed to high-level analysis in the baseline biodiversity report and Vegetation Management Plan.

**County of San Diego, Otay Valley Regional Park Rios Bike Skills Park, San Diego CA. Project Manager.** Cailin is currently managing the Rios Bike Skills Park Project, which is located in the Otay River Valley. Cailin recently conducted the general biological resource survey and prepared the biological resource report, as well as oversaw preparation of the Mitigated Negative Declaration, cultural resources survey report, and public workshop deliverables.

**City of Chula Vista, Otay Ranch Preserve Habitat Management, Chula Vista, CA. Task Manager/Project Biologist.** From 2011 to 2019, Cailin served as a preserve steward/biologist for the Otay Ranch Preserve, an approximately 4,000-acre preserve in south San Diego County. During this time, Cailin served as task manager for agency coordination, numerous focused surveys, and various post-survey and annual reports. Cailin conducted baseline surveys involving vegetation mapping and general biological surveys, as well as focused surveys for California gnatcatcher, fairy shrimp, and rare plants.

**Caltrans District 11/City of El Centro, Imperial Avenue Extension, El Centro, CA. Biological Task Manager.** Cailin conducted general biological surveys, vegetation mapping and burrowing owl surveys in an area for the planned extension of Imperial Avenue from Interstate 8 to McCabe Road. Cailin also prepared a Natural Environment Study (Minimal Impacts) for the project in support of the project’s environmental document.

**San Diego Gas & Electric, Wood-to-Steel Biological Resources, San Diego County, CA. Project Biologist.** Cailin conducted pre-activity surveys for biological resources and prepared pre-activity survey reports in support of tie-line maintenance and replacement projects throughout San Diego County. Reports included extensive review of SDG&E’s NCCP to ensure compliance, as well as incorporation of special guidelines for Cleveland National Forest and Bureau of Indian Affairs.
James Prine
Mitigation Lead

Jim is a senior restoration ecologist with over 28 years of professional experience as an environmental consultant and an additional two years of experience as a biologist for the USDA Forest Service. His expertise includes designing and monitoring wetland and upland habitat restoration projects, developing exotic plant removal programs, preparing mitigation programs to obtain and comply with resource agency permits, assisting with preparation of habitat restoration construction and landscape plans and specifications, and oversight of mitigation implementation. His responsibilities for managing habitat restoration programs include assessing the feasibility of sites for mitigation; habitat restoration planting design; coordination with hydrologists, engineers and landscape architects; contractor education; horticultural and botanical monitoring; report preparation; resource agency coordination; and general project management.

In addition, Jim is a County of San Diego certified Revegetation Specialist and has completed the Wetland Delineation Training Program and California Rapid Assessment Method (CRAM) training. Also, Jim is a registered professional forester (RPF #2535), licensed in the state of California.

Relevant Experience

Sweetwater Authority, Sweetwater Reservoir Habitat Management Program (HMP) Wetland/Riparian Mitigation Options and Recommendations, San Diego County, CA. Jim and ESA staff provided assessment and planning services for the Sweetwater Authority’s (SWA’s) 250-acre HMP preserve to determine wetland, riparian, and upland habitat mitigation credit opportunities. ESA prepared an assessment and evaluation report in 2016 that included 1) documentation of existing areas previously used for mitigation and portions of the preserve conserved with an Irrevocable Dedication of Land; 2) quantifying available remaining mitigation credit types and acres (including suitable habitat for least Bell’s vireo [Vireo bellii pusillus]; LBV) and opportunities to restore LBV habitat; 3) reviewing field activities to generate mitigation credit values under federal and state jurisdiction; 4) estimating per acre values of mitigation credits; and 5) agency permitting steps and considerations. Per an SWA request, the report also presents mitigation mechanism options, including conducting permittee-responsible mitigation, establishing an Advanced Permittee-Responsible Mitigation Program (APRM), or establishing a mitigation bank (single-user or multiple-user) along with a recommendation of the preferred mechanism to establish credits for future mitigation needs.

Sweetwater Authority, Sweetwater Reservoir Wetlands Habitat Recovery Project (HRP) Phase II, San Diego County, CA. Jim and ESA staff have provided environmental planning services within the Habitat Management Program (HMP) preserve for the Wetlands Habitat Recovery Project (HRP). For an earlier HRP alternative, ESA hydrologists/engineers and restoration ecologists provided
hydraulic modeling and habitat restoration specifications. ESA also prepared an Initial Study/Mitigated (IS/MND) Negative Declaration. A new preferred alternative was developed to restore 68.2 acres of wetland habitat (primarily black willow woodland) and ESA has been coordinating with the Sweetwater Authority (SWA) to prepare an updated project description and Conceptual Habitat Restoration Plan, permit applications and associated information to obtain regulatory permits, and an IS/MND Addendum. The project services also include updating the 1994 HMP document to incorporate updated reservoir operations and maintenance activities and preserve management activities.

**City of Escondido, Wetland Mitigation for Regional General Permit #87 and Regional General Permit #94, San Diego County, CA.** Jim and ESA staff are conducting monitoring and reporting to complete the five-year establishment periods for the 3.37-acre RGP #87 mitigation site and the 4.44-acre RGP #94 mitigation site in Kit Carson Park. ESA in coordination with the City obtained resource agency sign-off in 2019 of the RGP #87, and ESA is currently working with a restoration maintenance contractor to conduct the first two years of post-establishment long-term management for the site. ESA staff also wrote the mitigation plan for the RGP #94 site and is conducting monitoring/reporting and oversight of maintenance for the five-year establishment period which is scheduled to end in December 2020.

**California Department of Water Resources, Perris Dam Remediation Oak Valley Habitat Mitigation, Riverside County, CA.** Jim and ESA staff are currently conducting monitoring and reporting of the 35.5-acre mitigation project to compensate for impacts from the DWR Perris Dam Remediation project. The Oak Valley mitigation site is located along San Timoteo Creek and includes 17.05 acres of wetland/riparian restoration and creation and 18.45 acres of enhancement of transitional and upland habitats. ESA has provided planning through implementation services including biological surveys, CEQA documentation, hydrology modeling and engineering, mitigation plan (HMMP) preparation, permitting support, and oversight of successful implementation. ESA is currently conducting biological monitoring and reporting for the five-year establishment program and coordinating with the landscape maintenance contractor on maintenance activities to ensure the project complies with agency permits and meets success standards on schedule.

**California Department of Water Resources, Perris Dam Remediation Northeast Riparian Restoration, Riverside County, CA.** Jim and ESA staff coordinated with DWR on activities to restore approximately 49 acres of riparian habitat in conjunction with refilling Lake Perris after successful completion of dam remediation construction. As part of obtaining agency approvals and permits, ESA prepared a Shoreline Riparian Restoration Plan prior to drawdown of the lake. During the dam construction phase, ESA provided recommendations on how to efficiently and safely restore the habitat, which DWR used to obtain approval of a modified approach from California Department of Fish and Wildlife. ESA conducted implementation, monitoring and reporting of the restoration which was successfully implemented in 2018.
Julie Stout
Principal Biologist

Julie is a principal biologist and regulatory permitting specialist with 14 years of professional experience providing management, regulatory permitting support, and technical expertise. Her project management experience includes coordinating with clients, regulatory agencies, and technical specialists of various disciplines including biologists, engineers, planners, subcontractors, and construction crews in support of baseline data collection efforts, impact assessments, and regulatory permitting. Julie has provided technical and regulatory permitting support on numerous water infrastructure operations and maintenance (O&M) projects for clients that include San Diego County Water Authority, California Department of Water Resources, Inland Empire Utilities Agency, Metropolitan Water District of Southern California, and East Valley Water District.

Her regulatory permitting experience includes developing permitting strategies, coordinating with regulatory agencies, and preparing permit application packages and Biological Assessments to facilitate compliance with the Clean Water Act, California Fish and Game Code, Federal Endangered Species Act (FESA), and Coastal Zone Management Act. As part of these efforts, she consults with staff from the U.S. Army Corps of Engineers (USACE), Regional Water Quality Control Boards (RWQCBs), California Department of Fish and Wildlife (CDFW), U.S. Fish and Wildlife Service (USFWS), and California Coastal Commission. Julie’s technical experience also includes the preparation and peer review of National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) documents.

Relevant Experience

City of Escondido, Regional General Permit Implementation, Escondido, CA. Regulatory Permitting Specialist. Julie served as project lead providing compliance support for the City of Escondido’s Regional General Permit for storm water channel operations and maintenance (O&M) activities. Julie worked with USACE, CDFW, and RWQCB regarding interpretation of compliance measures set forth in their permits. Julie coordinated with the City and AECOM field staff to provide cultural and biological monitoring, biological pre-maintenance surveys to document baseline conditions, and special-status species surveys.

City of San Diego Transportation and Stormwater, Montezuma Map 66 Maintenance Project, San Diego, CA. Project Manager and Permitting Specialist. As the Project Manager and permitting specialist for this O&M project under the Transportation and Storm Water Department (TSW) on-call contract, Julie lead the completion of baseline studies and reporting (originally under a separate TetraTech subcontract), prepared regulatory permit applications, and, upon issuance of permits, facilitated permit compliance, coordinated the monitoring of maintenance activities, and fulfilled reporting requirements to the regulatory
agencies. Environmental services were completed on time and under budget for this project.

**City of San Diego TSW, South Chollas Creek Map 101 Maintenance Project, San Diego, CA. Project Manager and Permitting Specialist.** For this operations and maintenance (O&M) project under the TSW on-call contract, Julie coordinated with TSW and cultural and biological technical specialists to facilitate budget oversight, project implementation, and permit compliance. Julie also prepared post-implementation mapping revisions and regulatory agency memorandums. Environmental services were completed on time and under budget for this project.

**City of San Diego TSW, Sefton Field Mitigation Project, San Diego, CA. Project Manager and Permitting Specialist.** For this Advanced Permittee Responsible Mitigation Project, Julie is serving as Project Manager and technical lead for the jurisdictional delineation and regulatory permitting. Julie is coordinating with the mitigation specialist and biology field staff to ensure accurate accounting of mitigation credits based on the jurisdictional delineation and vegetation mapping. Julie is also coordinating with the client to develop the regulatory permitting strategy and identify baseline assessment needs.

**William Lyon Homes, Sycamore Ranch Knottwood Way Extension and Bridge Project, Fallbrook, CA. Project Manager.** Julie is providing ongoing project management and budget oversight during the 5-year mitigation monitoring period for this roadway extension and arch bridge crossing project. During project implementation, Julie coordinated with the client, construction crew, mitigation installation crews, and completed permit reporting requirements.

**The Metropolitan Water District of Southern California, Programmatic Permitting for the Distribution System Infrastructure Protection Program, Orange County, CA. Permitting Specialist.** For this water infrastructure maintenance and improvement project, Julie led the compilation of a comprehensive Jurisdictional Delineation Report covering over 70 separate operations and maintenance and capital improvement projects impacting jurisdictional resources in support of obtaining a programmatic permit from USACE.

**San Diego County Water Authority, Programmatic Permit Implementation for the Moosa Canyon Erosion Control Project, San Diego County, CA. Permitting Specialist.** For this pipeline erosion repair project, Julie conducted a jurisdictional delineation in support of an emergency repair project for an exposed water line in Moosa Canyon and a prepared a Memorandum for Record form to assist the USACE’s project approval under a Programmatic Master Corps permit.

**Inland Empire Utilities Agency, Magnolia Channel Desilting Basin Maintenance Project, Chino, CA. Regulatory Permitting Specialist.** For this water quality infrastructure maintenance project, Julie prepared and submitted permit applications pursuant to Clean Water Act Sections 404/401.
STATEMENT OF QUALIFICATIONS FOR PROGRAMMATIC PERMITTING OF THE PROPERTY OPERATIONS AND MAINTENANCE PLAN

SWEETWATER AUTHORITY

Submitted by

JANUARY 22, 2020
# TABLE OF CONTENTS

Introductory Letter

Identification of Responder ........................................................................................................... 1

Legal Name and Address of Company .......................................................................................... 1

Legal Form of Company ............................................................................................................. 1

Parent Companies and Sub-Consultants...................................................................................... 1

Point of Contact .......................................................................................................................... 1

Financial Relationships Disclosure(s): ....................................................................................... 1

Required Qualifications.............................................................................................................. 1

Project Manager/Point of Contact ............................................................................................... 2

List of Past and On-Going Qualifying Projects .......................................................................... 3

Sub-Consultant Experience/Competence of Team ..................................................................... 5

Bert Verrips, AICP ......................................................................................................................... 5

Quercus Land Use Planning .......................................................................................................... 6

Mountainview Biological Consulting ............................................................................................ 6

Loveless & Linton, Inc. ................................................................................................................... 7

Consultant’s Organization and Key Personnel .......................................................................... 13

Scope of Work and Schedule ...................................................................................................... 14

Costs ............................................................................................................................................ 17

Exceptions to the RFQ ............................................................................................................... 17

SOQ Authorization ......................................................................................................................... 17
THIS PAGE INTENTIONALLY LEFT BLANK.
January 22, 2020

Sweetwater Authority
Attention: Israel Marquez, Environmental Project Management
505 Garrett Avenue
Chula Vista, CA 91910

RE: Request for Qualifications (RFQ) for the Programmatic Permitting of the Property Operations and Maintenance (O&M) Plan

Dear Mr. Marquez,

Ericsson-Grant, Inc. (EGI) is pleased to submit our Statement of Qualifications (SOQ) to provide Programmatic Permitting of the Property Operations and Maintenance Plan for the Sweetwater Authority. EGI has a local presence in San Diego County and a wealth of experience preparing the full gamut of California Environmental Quality Act (CEQA) documents. We have assembled a team with the skills necessary to fulfill the requirements specified in the RFQ. EGI’s goal is provide superior customer service through responsiveness, accessibility and working collaboratively with the Sweetwater Authority to complete the CEQA process and acquire the programmatic regulatory permits to implement its O&M Plan.

EGI’s staff has over 35 years of collective experience preparing CEQA documents for projects throughout California. In combination with our team of experts, EGI provides a comprehensive workforce with all the necessary capabilities to fulfill the requirements set for the in RFQ. EGI’s team will provide our services working closely with Authority staff to uphold the stated objective of obtaining programmatic permits or agreements with the applicable resource agencies to streamline the external approval of O&M activities.

EGI is committed to performing the environmental planning and regulatory permitting for the Authority in the most efficient and cost-effective means possible. Our location within San Diego County enables EGI to be available for in-person meetings as needed. We genuinely enjoy assisting agencies with achieving their goals and completing projects on-time and within budget. We seek to be thorough and concise in our work as evidenced in our SOQ. We appreciate the Authority’s consideration of our qualifications and would welcome the opportunity to be involved on this important project. If you have any questions, feel free to contact me at 858-353-7073 or kgrant@ericsson-grant.com.

Sincerely,

Kevin L. Grant
Managing Principal
IDENTIFICATION OF RESPONDER

LEGAL NAME AND ADDRESS OF COMPANY

Ericsson-Grant, Inc.
418 Parkwood Lane, Suite 200
Encinitas, CA 92024

LEGAL FORM OF COMPANY

California S Corporation

PARENT COMPANIES AND SUB-CONSULTANTS

Parent Company: Not Applicable

Sub-Consultants:
- Bert Verrips, AICP Environmental Consulting (CEQA/Permitting)
- Quercus Land Use Planning, John W. Helmer, Principal (CEQA/Permitting)
- Mountain Biological Consulting, Rheanna Neidnger, Principal Biologist & staff (Biological Resources)
- Loveless & Linton., Inc., Rebekah Loveless, M.A., RPA, Principal Archaeologist & Brandon Linton, Cultural Principal & staff (Cultural Resources)

Office Address and Employees

418 Parkwood Lane, Suite 200
Encinitas, CA 92024

POINT OF CONTACT

Kevin L. Grant, Managing Principal
418 Parkwood Lane, Suite 200
Encinitas, CA 92024
Phone: 858-353-7073
E-mail: kgrant@ericsson-grant.com

FINANCIAL RELATIONSHIPS DISCLOSURE(S):

EGI does not have any existing or past financial relationships between itself firm and current members of the Authority’s Governing Board and staff and entities for which said members are employed or have an interest, both past and present.

REQUIRED QUALIFICATIONS:

PRIMARY BUSINESS/YEARS IN BUSINESS

Ericsson-Grant, Inc. (EGI) is a certified small business enterprise (SBE), California S Corporation founded in August 2010.
EGI is headed by founding and managing principal Kevin L. Grant. EGI staff has a combined work history that spans over 35 years in the fields of environmental planning, project management, and lead agency compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). Collectively, our staff has worked in numerous cities, counties and ports throughout California.

PROJECT MANAGER/POINT OF CONTACT

Kevin Grant will serve as the primary point of contact with the Authority. Mr. Grant has over 20 years of experience in natural resource management, environmental planning, and regulatory permitting including 10 years as the Managing Principal of EGI. Mr. Grant will be assisted by Senior Environmental Planner, Melanie Halajian, AICP.

EXPERIENCE/QUALIFYING PROJECTS

Kevin L. Grant, Managing Principal

Education

- Master of Business Administration, University of California, San Diego, California
- Bachelor of Science in Natural Resources Management, California Polytechnic State University, San Luis Obispo, California

Areas of Expertise

- Team Lead – Provided leadership on a variety of projects throughout California
- Staff Management – Effectively manages staff and coordinates staff in various locations.
- CEQA/NEPA – Extensive experience working on complex projects with multiple agency involvement.
- Environmental Compliance – Provide Third-Party Environmental Compliance and monitoring services.
- Client Relations – Highly responsive to meeting client needs and providing superior service.
- Project Management – Proven history of managing projects on-time and on-budget.
- Land Use Planning and Project Visioning

Melanie J. Halajian, AICP, Senior Environmental Planner

Education

- Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo
- Master of Business Administration, California Polytechnic State University, San Luis Obispo
- Bachelor of Arts, Systems Analysis, Fresno Pacific College, Fresno

Areas of Expertise

- Environmental impact assessment and CEQA/NEPA compliance.
- Works effectively with agencies, jurisdictions, clients, sub-consultants, and staff.
- Participated in the preparation of numerous environmental studies and impact reports on a variety of projects throughout the state including renewable energy projects, infrastructure projects (storm drainage, water and wastewater treatment plants), subdivisions, and golf courses.
- Provides technical and administrative assistance with implementation of mitigation monitoring programs and environmental compliance.
LIST OF PAST AND ON-GOING QUALIFYING PROJECTS

City of San Diego/City of Chula Vista/City of National City, Regional Enterprise Zone EIR.

Prepared an EIR for a proposed Regional Enterprise Zone covering portions of three jurisdictions in southern San Diego County. The City of San Diego Economic Development Division staff, in collaboration with the cities of Chula Vista and National City, engaged in applying to the California Department of Housing and Community Development for an Enterprise Zone designation. The project established a San Diego Regional Enterprise Zone designation for five years over 34,000 acres of prime commercial and industrial land.

**Date Initiated:** November 2006  
**Date Completed:** September 2008

**Project Owner/Manager:** Lydia Moreno, City of San Diego, Planning & Community Investment Dept.  
e-mail: lmoreno@sandiego.gov  
phone: (619) 236-6320

**Mr. Grant’s Role:** Project Director

San Diego River Park-Lakeside Conservancy Peer Review

Review the environmental document for CEQA compliance with Article 11, Section 15162 Findings for the Flood Control, Habitat, Restoration, and Recharge Project in Lakeside, County of San Diego. The California Environmental Quality Act (CEQA) Guidelines, Article 11, Section 15162 Findings for the Flood Control, Habitat, Restoration, and Recharge Project in Lakeside, have been prepared for the San Diego River Park - Lakeside Conservancy (SDRP-LC). This report contains documentation to support the County of San Diego, Department of Planning and Land Use, determination that the proposed project findings qualify as an addendum to the Upper San Diego River Improvement Project (USDRIP) Final Programmatic Environmental Impact Report (EIR). The proposed project is a 125-acre river park located along a portion of the San Diego River in the community of Lakeside. Per State of California State Water Resources Control Board (SWRCB) grant requirements, implementation of the proposed project will include the following development components: removal of constriction at Channel Road to improve flood storage capacity on the San Diego River, redesign of the Los Coches Creek outfall with constructed wetlands to improve both water quality and recharge at the site, construction of wetlands near the Riverview Water District well field, increased riparian, wetland, and upland habitat areas, removal of non-native invasive plant species, development of a landscaped berm along State Highway 67 to decrease traffic noise and improve visual resources, creation of meandering San Diego River channel to improve flood flows and provide hydrology to wetland habitats, excavation of nearly two million cubic yards of fill dirt, re-contouring the topography of historic conditions, and revegetation and landscape of the proposed site with native plant species.

**Date Initiated:** February 2006  
**Date Completed:** April 2006

**Project Owner/Manager:** Lori Carpenter, Huffman & Carpenter, Inc.  
e-mail: lori@nvwetlands.com,  
phone: (775) 828-1991

**Mr. Grant’s Role:** Project Director
RaceTrack Engineered Re-Surfacing Mitigated Negative Declaration (MND) and Coastal Development Permit (CDP). Prepared an Initial Study/MND and Coastal Development Permit for a proposed racetrack re-surfacing project. This project was legally mandated to be constructed in 2007 by the California State Horse Racing Board. The purpose of the project was threefold: safety of horses and equestrians; reduced maintenance and operations water needs by approximately 90 percent; and reduced operational dust generation. The project proposed replacement of the top seven inches of the existing dirt racetrack surface with a new engineered surface material, consisting of 80-90 percent silica sand, recycled carpet fiber, and a recycled rubber product, all coated with micro-crystalline wax. It also included a new piping and drainage system below the track surface with dual functions: collect and store stormwater and maintenance water, so as not to allow pollutant runoff into the San Dieguito River or Pacific Ocean; and avoid overflow of the City of Del Mar’s sewer system. The project required multiple engineering redesigns, an amended IS/MND, and an extended public review period in order to adequately avoid, minimize, and address all public comments.

Date Initiated: February 2006  Date Completed: December 2006

Project Owner/Manager: Rebecca Bartling
Deputy Director of Operations
22nd District Agricultural Association
e-mail: bbartling@sdfair.com, phone: (858) 792-4202

Mr. Grant’s Role: Project Manager

Unified Port of San Diego – Planning Department Staffing. Prepared a pilot program to provide a Mitigation Monitoring and Reporting Program (MMRP) and Coastal Development Permit (CDP) Compliance for the new Hilton Hotel. Providing MMRP and CDP Compliance for the Broadway Pier Cruise Ship Terminal Project and assisting with the National City Marine Terminal Reconfiguration Project. Responsibilities included reviewing Administrative Draft EIRs, drafting the Port Master Plan Amendment, and updating the Port’s Guidelines.

Date Initiated: January 2009  Date Completed: June 2010

Project Owner/Manager: John Helmer
Unified Port of San Diego
e-mail: jhelmer@portofsandiego.org, phone: (619) 686-6283

Mr. Grant’s Role: On-Call Extension of Staff as Project Director

City of National City, Planning Department Staffing and Plan Check Services. Analyzed development proposals, applications, and zoning and variance requests for compliance with codes, appropriate regulations, and design guidelines. Provided plan checking services and interpreted and communicated planning, zoning, and design information to applicants, developers, and the general public on acceptable plans. National City is largely built-out with a majority of projects containing challenging proposals with conflicting policies and redevelopment within disadvantaged neighborhoods.

Date Initiated: June 2008  Date Completed: June 2009

Project Owner/Manager: Gary Wayne
gary_wayne@sbcglobal.net, phone: (760) 635-9225

Mr. Grant’s Role: Served as Planning Staff
City of Poway, Contract Planning Staff. Served as on-site planning staff responsible for reviewing and analyzing development proposals in conjunction with the Municipal Code, General Plan, Specific Plans, Habitat Conservation Plan, etc. for consistency. Conducted field visits of project sites and provided plan checking services of grading and building plans for the Planning Department. Wrote letters identifying inconsistencies in the project plans for the applicants, prepared staff reports, and drafted approval letters with findings on proposed projects. Attended and participated in planning and department-wide staff meetings regarding policies and projects.

Date Initiated: September 2007 Date Completed: June 2009

Project Owner/Manager: Jason Martin, Senior Planner, City of Poway Development Services Department, jmartin@ci.poway.ca.us/ (858) 668-4600

Mr. Grant’s Role: Served as On-Site Planning Staff

SUB-CONSULTANT EXPERIENCE/COMPETENCE OF TEAM

BERT VERRIPS, AICP Bert Verrips has over 30 years of experience in successfully managing and preparing environmental documents on a diverse array of projects. These have included public infrastructure projects and public planning documents and programs, as well as private development projects. In conjunction with environmental documents, Mr. Verrips has coordinated and prepared supporting materials for regulatory permits and authorizations from responsible and trustee agencies at the federal, state, and regional levels. Bert has also prepared numerous feasibility studies and is often called upon to provide pre-project advice to clients on the physical, environmental, and regulatory aspects of their projects.

Since 1992, Mr. Verrips has prepared over 70 environmental documents on a variety of projects including residential community plans, regional retail centers, golf resorts, solar generating facilities, industrial parks, transportation facilities, water supply facilities, transmission projects, and public planning and regulatory programs. Mr. Verrips has secured permits from the following agencies including the United States Army Corps of Engineers, California Department of Fish and Game, United States Fish and Wildlife Service and the Environmental Protection Agency. Several relevant projects are featured below to demonstrate experience pertinent to Scope of Work for the Sweetwater Authority.

Water Supply Projects

Willow Springs Water Bank Facilities Plan—EIR Addendum, Rosamond CSD, 2018
Santa Clara Valley—Water Storage Reservoir Siting Study, Santa Clara Valley Water District 1986
Municipal Water System Facilities MNDs, Soquel Creek Water District, Santa Cruz County, 1993-95
City of Marina Water Facilities, Coastal Development Permits/MNDs, Marina Water District, 1986-88
Fairview Water Tank MND, Sunnyslope County Water District, San Benito County, 1993
Great Oaks Water Supply Pipeline MND and DFG Permit, Great Oaks Water Co., San Jose, 1984
Central Valley Project, Interim Contract Renewals EA, U.S. Bureau of Reclamation, 1993
Fresno County General Plan Update EIR (water, wastewater, flood control), Fresno County, 1987
Projects Involving Permitting by Resource Agencies

Vasona Lake Bridge MND, Corps Permit, and DFG Permit/Agreement, Santa Clara County Department of Parks and Recreation, Los Gatos, 1989

Eureka Target Store EIR/Coastal Development Permit, City of Eureka, 1995

North Coyote Valley Campus Industrial Park EIR (and CWA 404 permit), City of San Jose, 1990

Communications Hill Specific Plan EIR (and ESA Section 10 permit), City of San Jose, 1985

QUERCUS LAND USE PLANNING

John W. Helmer, Principal

Mr. Helmer has over 35 years of experience in urban and community planning and economic development in both the public and private sectors. This includes a long record of experience and relationships with regulatory agencies including Army Corps of Engineers, RWQCB, Coastal Commission, State Lands Commission and wildlife agencies. Mr. Helmer has extensive experience preparing and presenting materials, analyses and recommendations for public agency boards, commissions, the public and the media. He has successfully developed working relationships with, and mediating among, diverse groups such as public agencies, the development industry, special interest groups, and the public-at-large. He possesses a thorough knowledge of California and U.S. environmental and land use regulations including the California Environmental Quality Act (CEQA), National environmental Policy Act (NEPA), the Coastal Act, Subdivision Map Act and Clean Water Act. Mr. Helmer has demonstrated leadership, management and hands-on experience in large, complex and controversial development projects and EIR/EISs including residential, industrial, commercial, recreational and visitor serving uses. He is well-versed in all levels of management and supervision including staff assignments, performance evaluations, hiring and firing, budgets and hiring/management of consultants.

MOUNTAINVIEW BIOLOGICAL CONSULTING

Mountainview Biological Consulting (MVBC) is a certified Woman-Owned Business with the California Public Utilities Commission and certified Small Business with the Department of General Services. MVBC provides professional biological and ecological consulting and administrative support services while assisting clients with meeting their diversity supplier goals. Our combined work history and professional experience exceeds 70 years. We offer experienced and certified botanists, ornithologists, general terrestrial biologists, and GIS technicians capable of reviewing and producing high-quality data and reports, and capable of conducting biological monitoring to ensure compliance with applicable regulations and project-specific protocols. We conduct Status Species Surveys (Protocol), General Avian Surveys including Nesting Bird Surveys, Habitat Assessments, Wetland Delineations, General Botanical Surveys, Focused Rare Plant Surveys, CEQA-compliant surveys, and Compliance Monitoring in accordance with USFWS, USDA and CDFW guidelines. Our biologists are distributed across three locations in Northern and Southern California, with our primary focus area being the Inland Empire of San Bernardino and Riverside Counties.

Two projects are featured below to demonstrate MVBC’s experience pertinent to Scope of Work for the Sweetwater Authority.
Chula Vista Central City Preserve Habitat Management Area. San Diego, CA. Key Personnel Brant Primrose conducted focused rare plant surveys, preparing a plant inventory for 46 protected canyons. Mr. Primrose observed new localities of San Diego Thornmint, Otay Tarplant, Variegated Dudley, Knotweed Spineflower, Bindweed, Snake Cholla, Coast Barrel Cactus, Palmer’s Grappling Hook, Orcutt’s Bird’s Beak, and Munz’s sage.

Encinitas Baccharis Management Plan - Olivenhain Municipal Water District. Elfin Forest, California. 2007. Key Personnel Brant Primrose implemented a long-term management plan for the federally endangered Encinitas Baccharis. Tasks included annual census of three populations in Elfin Forest, collecting vegetation transect data, determining reproductive success, and preparing annual reports for submittal to the U.S. Fish & Wildlife Service (USFWS) and California Department of Fish and Game (CDFG).

LOVELESS & LINTON, INC.

Established in 2012, Loveless Linton, Inc., formerly Loveless & Linton Consulting, is a San Diego based Cultural Resource Management firm specializing in cultural compliance, archaeological services, osteology, and Tribal concerns. With our unique Principal Investigator team composed of a Native American and an Archaeologist / Human Osteologist, we provide clients with innovative, cost-efficient, and practical solutions for projects of all sizes, ensuring regulatory compliance, risk management, and project success.

Loveless Linton, Inc.’s project organization and approach begins with initial identification of needs specific to each project by way of background research, both data driven and ethnographic. Prior to project conception, Loveless Linton, Inc. identifies the experts needed across disciplines for each project to create a project tailored plan that satisfies all regulation requirements and protects resources. Our unique company framework lends Loveless Linton, Inc. the ability to guide projects along a more efficient and holistic path all within budget. At Loveless Linton, Inc., we strive to create a professional working atmosphere that is proactive and therefore able to identify best management practices for the needs of each individual project. Services include:

- Tribal Coordination and Consultation
- Cultural (Native American) Monitoring
- Field Support & Construction Monitoring
- Cultural Sensitivity/Archaeological Training
- Risk Assessment and Management
- Pre-Construction Meeting Attendance
- Regulatory Review
- Ethnographic Research
- Laboratory & Curation Procedures & Support
- Geographic Information Systems & Geospatial Analysis
- Osteological Support for Potential Human Remains
- Preparation of Final Reports & Documentation
- Record Search & Background Research Review
- Geographic Information Systems & Geospatial Analysis
- Osteological Support for Potential Human Remains
- Preparation of Final Reports & Documentation
- Record Search & Background Research Review

Loveless & Linton are experienced operating within the regulations of CEQA, NRHP, City of San Diego Historical Resources Register & CRHR, the City of San Diego’s Progress Guide & General Plan, Native American Traditional Cultural Properties, as well as within the regulations of San Diego County’s applicable regulations, such as the San Diego County Local Register, and the County’s Resource Protection Ordinance.
Involvement with our past projects has included conducting Background Research at the SCIC through CHRIS as well as at the San Diego Museum of Man, Field Reconnaissance, Archaeological Data Recovery Programs, Monitor Mitigation Programs, Tribal Consultation and Ethnographic Research, Data Recovery, Resource Evaluation and Impact Assessment, Historical Resource Board Technical Reports, San Diego County Cultural Resource Evaluation Reports, Cultural Resource Monitoring Reports, Laboratory Procedures, and Curation.

**Rebekah Loveless, M.A., RPA – Archaeological Principal**

Ms. Loveless has nearly 10 years of field and lab experience in cultural resources management with over 10 years of human osteology experience in San Diego and Imperial Counties. She is a Registered Professional Archaeologist (RPA) with an expertise in regulatory compliance, archaeological fieldwork, cultural sensitivity, and human osteology, and exceeds The Secretary of the Interior’s Professional Qualification Standards in the discipline of archaeology. Her diverse roles in many archaeological projects has trained her in many aspects of the profession. Performance duties include project management, surveys, monitoring, artifact identification and analysis, cataloguing, site assessment, testing, excavation, program development, evaluation for the National and State register, Native American consultation and coordination, and mitigation development. Ms. Loveless is also responsible for writing documents compliant under the California Environmental Quality Act (CEQA) and the National Historic Preservation Act (NHPA). She has worked on both private and public agency projects, including BLM, City of San Diego, San Diego Medical Examiner, San Diego Gas & Electric, local Tribal Governments and regularly communicates with the Native American Heritage Committee (NAHC).

**Brandon Linton, Cultural Principal**

Mr. Linton has 15 years of experience in the field of cultural resources management, working as both a Native American monitor, and archaeologist. Specializations include Native American cultural resources and concerns, Human Osteology, Cultural Compliance, and Tribal Lands. He is an active member of the Mesa Grande Band of Mission Indian of San Diego, California. As Cultural Principal at Loveless Linton, Inc., he has been responsible for an array of tasks that include project development, cultural coordination and consultation, fieldwork, project management, artifact analysis, and repatriation. He developed his archaeological skills by working with archaeologist and participating in all stages of archaeological skills by working with archaeologists and participating in all stages of archaeological field work including planning, survey, excavation, recordation, and analysis. He is familiar with all governing compliance regulations including California Environmental Quality Act (CEQA), National Historic Preservation Act (NHPA), Section 106, Native American Graves and Repatriation Act (NAGPRA), Senate Bill 18 (SB 18), Assembly Bill 52 (AB 52), Heal and Safety Code (HSC) 7050.5, and relating regulatory codes. Currently, Mr. Linton is active in the cultural resources management field in San Diego, California, continuing to aid with project design, mitigation and mediation, and participating in archaeological field work and monitoring construction activities in both public and private sectors.
Juliette Meling, Archaeologist

Mrs. Meling has 4 years of field and lab experience in archaeology and cultural resource management in San Diego. Performance duties include project management, surveys, monitoring, artifact identification and analysis, cataloguing, testing, and excavation, and use of Geographic Information Systems (GIS). Mrs. Meling is also responsible for co-authoring and contributing to documents compliant under the California Environmental Quality Act (CEQA) and the National Historic Preservation Act (NHPA), the City of San Diego Historical Resources Board and the California Register of Historic Resources (CRHR) guidelines. She has worked on both private and public agency projects, including California Department of Parks and Recreation (CADPR), City of San Diego, County of San Diego, Indian Health Services (IHS), City of Encinitas, City of El Cajon, local Tribal Governments and communicates with the Native American Heritage Committee (NAHC). She is familiar with all governing compliance regulations including Section 106, Native American Graves and Repatriation Act (NAGPRA), Senate Bill 18 (SB 18), Assembly Bill 52 (AB 52), Heal and Safety Code (HSC) 7050.5, and relating regulatory codes.

The list below describes some of our recent and most relevant projects.

**Sewer and Water Group Job 695: San Diego, CA. 2014.** As a sub-consultant to T.C. Construction for a Capitol Improvements project Sewer & Water Group Job 695 for the City of San Diego, L&L was responsible for establishing and executing archaeological, Native American, and Paleontological monitoring programs. Our scope of services included creating a monitoring plan for archeological and paleontological resources. L&L teamed with the San Diego Natural History Museum for Paleontological concerns.

**Sewer and Water Group Job 809: San Diego, CA. 2014.** As a sub-consultant to Red Tail Monitoring and Research for a contract executed by RECON Environmental and owned by the City of San Diego, L&L was asked by Red Tail Research and Monitoring, a Kumeyaay Cultural Repatriation Committee (KCRC) representative, to handle all the bone from the excavation. Rebekah Loveless, is one of two people in San Diego able and trusted to conduct pre-sorts of human remains. L&L maintains legal compliance of bone discoveries by contracting with the San Diego Medical Examiner’s Office. L&L was tasked with identifying potential human remains, documenting, transporting, and returning the identified remains to RECON Environmental.

**Residential Development – Archaeological Monitoring & Biological Mitigation. September 2017 – November 2018.** Loveless Linton, Inc. provided environmental management services for a private client’s parcel in Jamul beginning September 2017 and ending November 2018. Our Senior Biologist conducted a biological assessment of the site with the Principal Biologist to identify sensitive species and other biological resources that may be present and potentially impacted by project activities. A preliminary literary and database review were conducted along with an archaeological pedestrian survey and a biological pedestrian survey. Upon completion of the pedestrian surveys, an archaeological monitoring program was created to oversee the residential development activities. In addition, we assisted in best management practices for cost-effective mitigation and advised on open spaces and easements to minimize negative environmental impacts. Loveless Linton, Inc. also assisted the private client in meeting permitting conditions for project activities. All services for this project were compliant with CEQA, NEPA, and Section 106 regulations.
Dennery Canyon Trails Project – Cultural Resources Study, July 26 – August 31, 2017. Loveless Linton, Inc. conducted an archaeological survey for the Dennery Canyon Trails Project located within the Otay Mesa region in San Diego County, California. The project involved a search of the NAHC files, a records search, and an intensive pedestrian survey of the project area. Native American consultation was provided for this project as there were elements of cultural resources present in the APE. During the pedestrian survey new resources were identified, known sites were checked, updated, and some were even expanded with new findings. All records were updated appropriately. Recommendations for lessening human impact on current trails were provided as well. All services for this project were compliant with CEQA, NEPA, and Section 106 regulations.

Tecolote Canyon Natural Area Trails Project – Cultural Resources Study, June 2017. For the Tecolote Canyon Natural Trails Project, Loveless Linton, Inc. provided professional services to the client, City of San Diego Park and Recreation. An archaeological survey was conducted for this project. The project involved a search of the Native American Heritage Commission (NAHC) files, a records search, and an intensive pedestrian survey of the project area. This study was completed in compliance with the California Environmental Quality Act (CEQA). In summary, no significant cultural resources were identified during the survey in the Tecolote Canyon Natural Area Trails Project area, however several areas demonstrate concern and further cultural resource work was recommended. A records search was conducted at the South Coastal Information Center (SCIC) for the project and a ¼ mile radius surrounding it. The search involved a review of the documentation for recorded cultural resources, previous survey report boundaries, historic addresses. No significant prehistoric or historic resources were identified during the pedestrian survey of the Tecolote Canyon Natural Area Trails Project. All services for this project were compliant with CEQA, NEPA, and Section 106 regulations.
CONSULTANT’S ORGANIZATION AND KEY PERSONNEL

LEAD AGENCY

Kevin Grant – Principal-in-Charge/Project Director
Melanie Halajian, AICP – Senior Environmental Planner

John Helmer, Principal
Quercus Land Use Planning

Bert Verrips, AICP
Verrips Environmental Consulting

Rheanna Neidinger
President, Principal Biologist

Brant Primrose
Sr. Biologist

Galen Reid
Sr. Biologist

Stacy Haggard
Jr. Biologist

Loveless Linton, Inc.
Cultural Preservation & Archaeology

Rebekah Loveless, M.A. RPA
Archaeological Principal

Brandon Linton
Cultural Principal

Juliette Meling
Archaeologist
SCOPE OF WORK AND SCHEDULE

Our Scope of Work is summarized in the tasks identified in the schedule below. We intend to provide efficiencies by overlapping tasks when possible to save time and keep the process moving. For example, preparation of the technical studies in Task 3 will partially overlap with the start of the Initial Study (background, setting discussions) in Task 4 as well as initiating the permitting process in Task 7.

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Dates</th>
<th># of Days or Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Kick-off Meeting/Project Initiation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>EGI will meet with Agency staff to make introductions, establish lines of communication and protocols and discuss the project. An information request will be submitted following the meeting to obtain all existing data and studies.</td>
<td>April 1, 2020</td>
<td>1 Day</td>
</tr>
<tr>
<td>2</td>
<td><strong>Review of Existing Data and Studies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Receive requested information from Authority</td>
<td>April 2 – 8, 2020</td>
<td>1 Week</td>
</tr>
<tr>
<td>2.2</td>
<td>Review existing information and data. Identify gaps and prepare a memo documenting gaps/inadequacies in existing technical studies and identify field surveys and technical studies to close gaps.</td>
<td>April 9 – 30, 2020</td>
<td>3 Weeks</td>
</tr>
<tr>
<td>3</td>
<td><strong>Conduct Surveys and Prepare Reports</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Prepare:</td>
<td>May 1 – June 14, 2020</td>
<td>6 Weeks</td>
</tr>
<tr>
<td></td>
<td>➢ Biological and Jurisdictional Reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Cultural Resources Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Comprehensive Mitigation Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Other studies as necessary as required by CEQA (To be determined based on data gaps in consultation with the Authority)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ GIS mapping of resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Compile other data as required by CEQA and the permitting Agencies (CDFW, USFWS, etc.).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td><strong>Prepare Initial Study</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Project Description</td>
<td>May 10-15, 2020</td>
<td>5 days</td>
</tr>
<tr>
<td>4.2</td>
<td>Authority Review of Project Description</td>
<td>May 17-22, 2020</td>
<td>5 days</td>
</tr>
<tr>
<td>4.3</td>
<td>Draft Environmental Checklist</td>
<td>June 7 – July 12, 2020</td>
<td>6 weeks</td>
</tr>
<tr>
<td>4.4</td>
<td>Determine Level of CEQA Analysis required based on Checklist:</td>
<td>To Be Determined (TBD)</td>
<td>30-day review</td>
</tr>
<tr>
<td></td>
<td>Draft Mitigated Negative Declaration (MND), or Environmental Impact Report (EIR)</td>
<td></td>
<td>45-day review</td>
</tr>
<tr>
<td>Task</td>
<td>Description</td>
<td>Dates</td>
<td># of Days or Weeks</td>
</tr>
<tr>
<td>------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Task 5</td>
<td>Public Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Finalize and Print MND or EIR</td>
<td>TBD</td>
<td>30 days</td>
</tr>
<tr>
<td>5.2</td>
<td>Prepare &amp; Publish Notice of Intent (NOI) or Notice of Availability (NOA)</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>Mail 15 copies of document to State Clearinghouse</td>
<td>After Close of Comment Period</td>
<td>TBD</td>
</tr>
<tr>
<td>5.4</td>
<td>Respond to comments</td>
<td>Dates to be determined based on review time needed by Authority</td>
<td>TBD</td>
</tr>
<tr>
<td>5.5</td>
<td>Mail Responses</td>
<td>Date to be determined in consultation with Authority</td>
<td>TBD</td>
</tr>
<tr>
<td>Task 6</td>
<td>Final Document</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1</td>
<td>Revise MND or EIR/Response to Comments</td>
<td>TBD</td>
<td>1 week</td>
</tr>
<tr>
<td>6.2</td>
<td>Prepare Mitigation Monitoring and Reporting Program</td>
<td>TBD</td>
<td>1 week</td>
</tr>
<tr>
<td>6.3</td>
<td>Mail 15 hard copies and 1 electronic version of Final MND</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>6.4</td>
<td>Prepare Notice of Determination</td>
<td>TBD</td>
<td>1 day</td>
</tr>
<tr>
<td>6.5</td>
<td>Public Review Meeting – Optional</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>6.6</td>
<td>Public Hearing – Optional</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Task 7</td>
<td>Programmatic Permitting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.1</td>
<td>CDFG 1602 Agreement, Programmatic Routine Maintenance Agreement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CWA Section 404 Permit, Regional General Permit</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>CWA Section 401 Permit, Water Quality Certification for CWA 404 Permit</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Federal ESA compliance (possible mechanisms include a Section 7 Consultation or Habitat Conservation Program)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>California ESA and FGC compliance (possible mechanisms include Incidental Take Permit, NCCP, or State-Federal Consistency Determination)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Permits are issued upon certification by lead agency and involvement of outside responsible agencies throughout the entire process. Timing of permitting is agency-dependent making it too speculative to attach a date at this time. The permitting effort would occur in parallel with initiation of the project.</td>
<td></td>
<td>Estimated 1 to 3 months.</td>
</tr>
</tbody>
</table>
COSTS
Please refer to separate sealed envelope marked “Confidential – Billing Rates” included with this package.

EXCEPTIONS TO THE RFQ
EGI does not take any exceptions to the RFQ.

SOQ AUTHORIZATION
This SOQ submission is in effect for 90 days from the date of submission (January 22, 2020).

Kevin L. Grant
Managing Principal
Sweetwater Authority
Statement of Qualifications for the Programmatic Permitting of the Property Operations and Maintenance Plan

January 22, 2020

Submitted to:
Sweetwater Authority
505 Garrett Avenue
Chula Vista, CA 91910
Attn: Israel Marquez

Submitted by:
ICF Jones & Stokes, Inc.
525 B Street, Suite 1700
San Diego, California 92101
# Table of Contents

1. **INTRODUCTORY LETTER** ........................................................................................................ 1

2. **IDENTIFICATION OF RESPONDER** .................................................................................... 3

3. **FINANCIAL RELATIONSHIPS DISCLOSURE(S)** ................................................................. 3

4. **REQUIRED QUALIFICATIONS** .............................................................................................. 3
   a. Consultant’s Primary Business ................................................................................................ 3
   b. Project Manager and Project Management Approach ............................................................ 4
   c. Specialized Experience............................................................................................................ 4
d. Relevant Project Experience ...................................................................................................... 6

1. Laguna Niguel Programmatic Permitting for Wetlands Operations and Maintenance Services—City of Laguna Niguel ............................................................. 6
2. Upper Santa Ana River Habitat Conservation Plan and Aquatic Resources Programmatic Permitting—San Bernardino Valley Municipal Water District .................. 7
3. Regional General Permit 94 Channel Maintenance Activities Project—City of Escondido...... 7
4. M2 NCCP/HCP, EIR/EIS, and Programmatic Permitting for Freeway Improvement Projects—Orange County Transportation Authority (OCTA) ................................................... 8
5. OWD As-Needed Environmental Services and San Miguel Habitat Management Area Maintenance and Monitoring—Otay Water District .................................................. 9
6. Otay River Restoration Project and Mitigation Bank—Otay Land Company, LLC ........................ 9
7. Orange County Comprehensive Advance Mitigation Program—Orange County ................. 10
8. Conservation Planning and Regulatory Permitting Support—San Diego County DPR ...... 11
9. San Diego County RGP 53—San Diego County Department of Public Works .................... 11
10. Santee MSCP Subarea Plan—City of Santee ....................................................................... 12
e. Sub-Consultant Qualifications .................................................................................................. 13
   Rocks Biological Consulting – Firm Overview ........................................................................ 13
   Rocks Biological Consulting – Relevant Project Experience .................................................. 13
f. Evidence of Experience and Competence .............................................................................. 15
g. Tentative Strategy .................................................................................................................. 16

Scope of Work .......................................................................................................................... 16

Schedule ..................................................................................................................................... 22

5. **ORGANIZATION AND KEY PERSONNEL** ........................................................................... 23

   Organizational Chart ............................................................................................................. 23
   Key Staff Biographies ............................................................................................................. 23

6. **COSTS** .................................................................................................................................. 27

7. **EXCEPTIONS OF THE RFQ** .................................................................................................. 27

8. **SOQ AUTHORIZATION** .......................................................................................................... 27

APPENDIX A – RESUMES ........................................................................................................ 1A-1
1. INTRODUCTORY LETTER

January 22, 2020

Mr. Israel Marquez, Environmental Project Manager
Sweetwater Authority
505 Garrett Avenue
Chula Vista, California 91910

Subject: Statement of Qualifications – Programmatic Permitting of the Property Operations and Maintenance Plan

Dear Mr. Marquez:

ICF Jones & Stokes, Inc. (an ICF company hereafter referred to as ICF) is pleased to submit our statement of qualification to the Sweetwater Authority (Authority) to provide professional environmental services to assist with programmatic permitting of the Property Operations and Maintenance Plan. ICF is a leader in programmatic permitting strategies (including aquatic resources regulatory permitting and habitat conservation planning), advance mitigation planning, habitat restoration, and California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) compliance. We have led many complex mitigation planning programs in southern California that have successfully resulted in the acquisition of programmatic permits. Our programmatic permitting strategies have been praised by the regulatory agencies and our clients as a National model. For these programs, which are often multi-year efforts, ICF is a committed partner providing consistent leadership and all aspects of technical support, ranging from preparation of environmental compliance documents, coordination with regulatory agencies, public involvement, and permit applications. The ICF Team offers the Authority the following benefits:

- **A Highly Qualified Project Manager.** ICF has identified Meris Guerrero as project manager for this project. Meris will be the Authority’s primary point of contact and will coordinate closely with the Authority and regulatory agency staff or stakeholders, at the Authority’s direction. She was selected for this role because of her strong project management skills and previous work with numerous other programmatic permitting programs. Meris, a former U.S. Army Corps of Engineers (USACE) project manager, has extensive experience including managing the Upper Santa Ana River Watershed Habitat Conservation Plan (HCP) programmatic permit development and supporting development of the City of Laguna Niguel’s new Regional General Permit (RGP). Additionally, while at USACE, Meris led the development of RGP 86, City of Vista Storm Water Conveyance System Maintenance, and the 2010 and 2015 update and renewal of RGP 53, County of San Diego Routine Channel Maintenance, as well as negotiated dozens of Endangered Species Act consultations with the U.S. Fish and Wildlife Service (USFWS). Selecting Meris for this role enables the Authority to take advantage of a project manager who is already fully up to speed on the complexities of aquatics and species programmatic permitting, and ideally positioned to assist the Authority in moving forward with this project efficiently and effectively.

- **Great Collaborative Team.** ICF has teamed with Rocks Biological Consulting (RBC), a San Diego-based small business that has been providing biological consulting in southern California since 2004. ICF and RBC have an ongoing working relationship and have teamed on a number of similar projects. ICF feels that RBC adds depth and expertise in regulatory permitting support and local biological resources expertise. RBC’s lead regulatory specialist, Shanti Santulli, will be available to participate on the project team as a senior advisor and participant on the regulatory permitting components of the project. Shanti and Meris have worked together for many years and bring a collaborative approach for solving complex environmental and permitting challenges.

- **Leadership in Conservation Planning and Endangered Species Compliance.** ICF is nationally recognized as a leader in habitat conservation planning, including the fields of conservation biology, natural resources management, land use planning, endangered species compliance, public involvement, and GIS analysis and modeling. ICF has prepared multi-species and regional HCPs and other conservation plans for many water
agencies, counties, cities, utilities, state resource agencies, military installations, timber companies, and private landowners. Our experience includes planning for species in a wide range of habitats, land use settings, and political climates. ICF staff (Dr. Scott Fleury and Patrick Atchison) led the preparation of the Joint Water Agencies (JWA) Natural Community Conservation Plan / Habitat Conservation Plan (NCCP/HCP) that ended in 2013. We bring a familiarity of Authority endangered species issues and an understanding of the possible mechanisms for federal and state endangered species compliance to assist the Authority to a successful permitting approach moving forward. Scott Fleury, Meris Guerrero, and Dr. Milan Mitrovich are leading the landmark Upper Santa Ana River Program (HCP, programmatic permitting, mitigation bank, and major riparian habitat restoration).

- **Unparalleled Regulatory Agency Knowledge and Relationships.** The ICF Team includes a deep bench of former USACE regulators, including our project manager, Meris Guerrero, Shanti Santulli (RBC), Lanika Cervantes, and R.J. Van Sant, all of whom were well-respected project managers with the USACE Los Angeles District, Regulatory Program prior to joining ICF. Navigating the suite of federal and state regulations in order to obtain permits requires experience, strong relationships, and trust from resource and regulatory agency personnel. The ICF Team, specifically designed to meet the needs of this contract, has a proven record of accomplishment with regulatory agencies in developing and obtaining permits. Additionally, the ICF Regulatory Permitting Team organizes and instructs courses, trainings, and/or workshops addressing general regulatory topics, including the 2017 Nationwide Permit Program, regulatory permitting overview, mitigation on public lands, and permit streamlining. Our knowledge of the regulations, technical expertise, and agency relationships will ensure efficient issuance of regulatory permits and approvals.

- **Experience and Expertise with CEQA and NEPA Compliance for Programmatic Permitting Projects.** CEQA and NEPA compliance for programmatic permitting projects is unique and requires specialized understanding of the proposed action, integration of the proposed project effects, and understanding the role of federal agencies as the lead agency. ICF has completed over 50 CEQA and NEPA documents specifically for programmatic permitting programs. Each year, ICF organizes and instructs dozens of CEQA and NEPA courses, webinars, and other trainings for federal and state agencies at academic institutions, including at the National Conservation Training Center and the University of California. Our recognized NEPA experts provide regular updates to our clients on the Council on Environmental Quality (CEQ) guidance and agency-specific guidance to implement NEPA. Our strong leadership in CEQA and NEPA facilitates agency coordination and helps to quickly resolve issues, avoiding schedule delays. In addition, a deep bench of CEQA and NEPA practitioners and technical experts allows us to adapt to a dynamic project environment without impacting document quality, schedule, or budget. This expertise and trust by federal and state agencies has allowed us to complete some of the most challenging and controversial CEQA and NEPA documents for habitat conservation plans and programmatic permitting programs.

- **Committed to Working with the Authority through All Steps in the Process.** The ICF Team is ready to work in partnership with the Authority to reach your permitting goals. The process to negotiate and obtain programmatic permits is typically a multi-year effort, and ICF has a track record of establishing long-term relationships with our clients to lead projects through the maze of regulatory hurdles and successfully obtain permits.

As detailed in our Statement of Qualifications (SOQ), ICF is ideally suited to fulfill the Authority’s needs under this contract. This SOQ remains in effect for at least ninety (90) days. Contracts Manager Jodi Young, is authorized to contractually bind ICF. She can be reached at (916) 231-7636 or Jodi.Young@icf.com. Please contact our project manager, Meris Guerrero, at (858) 444-3953 or Meris.Guerrero@icf.com with any questions about our SOQ.

Sincerely,

Jodi Young  
Contracts Manager

Meris Guerrero  
Project Manager
2. **IDENTIFICATION OF RESPONDER**

**Table 1. Identification of Responder**

<table>
<thead>
<tr>
<th>Requested Information</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Legal name and address of company</td>
<td>ICF Jones &amp; Stokes, Inc. &lt;br&gt; 630 K Street, Suite 400, Sacramento, CA 95814</td>
</tr>
<tr>
<td>b. Legal form of company</td>
<td>Corporation</td>
</tr>
<tr>
<td>d. Office Addresses</td>
<td><strong>San Diego Office</strong> &lt;br&gt; 525 B Street, Suite 1700 &lt;br&gt; San Diego, California 92101 &lt;br&gt; Employees: 57</td>
</tr>
<tr>
<td></td>
<td><strong>Irvine Office</strong> &lt;br&gt; 49 Discovery, Suite 250 &lt;br&gt; Irvine, CA, USA 92618 &lt;br&gt; Employees: 31</td>
</tr>
<tr>
<td></td>
<td><strong>Los Angeles Office</strong> &lt;br&gt; 555 W. Fifth St., Suite 3100 &lt;br&gt; Los Angeles, CA, USA 90013 &lt;br&gt; Employees: 30</td>
</tr>
<tr>
<td></td>
<td><strong>Inland Empire Office</strong> &lt;br&gt; 1250 Corona Pointe Court, Suite 406 &lt;br&gt; Corona, CA, USA 92879 &lt;br&gt; Employees: 9</td>
</tr>
<tr>
<td>e. Person to Contact Concerning SOQ</td>
<td>Project Manager: Meris Guerrero &lt;br&gt; 525 B Street, Suite 1700, San Diego, California 92101 &lt;br&gt; 858-444-3953</td>
</tr>
</tbody>
</table>

**3. FINANCIAL RELATIONSHIPS DISCLOSURE(S)**

a. Existing and Past Financial Relationships Between Consultant’s Firm and Current Members of the Authority’s Governing Board and Staff

ICF knows of no existing or past financial relationships between consultant's firm and current members of the Authority's Governing Board and staff and entities for which said members are employed or have an interest, both past and present.

b. Existing and Past Financial Relationships Between Consultant’s Proposed Sub-Consultants and Current Members of the Authority’s Governing Board and staff

ICF’s subconsultant, Rocks Biological Consulting (RBC), knows of no existing or past financial relationships between their firm and current members of the Authority's Governing Board and staff and entities for which said members are employed or have an interest, both past and present.

**4. REQUIRED QUALIFICATIONS**

a. Consultant's Primary Business

Founded in 1969, ICF is a leading global professional services firm that provides consulting and implementation services addressing today’s most complex environmental challenges. Our environmental practice provides services in environmental planning (CEQA/NEPA), land use planning, regulatory compliance, regulatory implementation, natural resources, cultural resources, ecological restoration and mitigation design, and supporting environmental review. Locally, ICF’s southern California offices have been providing expert environmental compliance services since 1979. Over this tenure, we have earned a reputation for unmatched expertise and solid agency relationships, and we are respected by regulatory agencies for our sound technical work and our ability to get projects through the permitting process.
b. Project Manager and Project Management Approach

Meris Guerrero will serve as ICF’s project manager. Meris is a senior regulatory specialist with more than 10 years of experience, including 8 as a project manager with the USACE. Meris will serve as the Authority’s primary point of contact and will work closely with the Authority and applicable regulatory agency staff to facilitate the development of the comprehensive programmatic permitting program for the Authority’s Operations and Maintenance Plan. Meris was selected for this role because of her strong project management and communication skills as well as her previous and ongoing work developing and/or supporting several programmatic permitting programs in southern California. She is adept at managing teams of specialists and could keep the team focused on the ultimate goals of the project, including delivering high quality client service. Meris’ management approach emphasizes frequent communication and collaboration with both Authority and Regulatory Agency staff with the goal of building consensus and eliminating project uncertainties.

Project Management Approach and Quality Assurance

ICF brings a proven approach to providing environmental services to agencies such as the Authority. Our approach has two main components—a management and a technical approach, developed to facilitate high-quality and responsive services, and completion of all tasks on time and within budget.

Management Approach. Our project management system for the Authority starts with our experienced management team, consisting of the project manager and technical task leads, supported by the Project Director, who are all located in our San Diego office. Frequent and ongoing communication and collaboration with the Authority and across our multidisciplinary team will be key to meeting the Authority’s needs and ensuring successful development and implementation of the Authority’s Programmatic Permit Program.

Our Project Director, Patrick Atchison, will be available to the Authority and ICF’s project manager, Meris Guerrero, to provide company resource support, ensure the prioritization of the Programmatic Permit Program, and serve as a contact for any resolution needs. As the project manager and primary point-of-contact with the Authority, Meris Guerrero will work closely with your staff to effectively coordinate with the agencies to facilitate the development of the Programmatic Permit Program and acquisition of the necessary permits. She will provide the technical task leads with the appropriate resources, messaging, and direction. Meris will also serve as the regulatory task co-lead with the specific purpose of developing strategies to help the Authority achieve your short- and long-term maintenance needs and goals.

Our technical task leads will coordinate the internal day-to-day activities for their respective tasks by implementing the Authority’s instructions and move the project toward successful completion. They will accomplish this by coordinating with technical and supporting staff, overseeing daily progress for their specialty areas, guiding the team within the allocated budgets, and submitting deliverables by established deadlines.

To manage budgets for this project Meris will use Deltek Vision, which will allow our team to view detailed budget status data for all tasks, allowing easy and efficient reporting to the Authority and accountability among our team. On a monthly basis, a complete project status report containing schedule and budget will be produced for the Authority.

Quality Assurance/Quality Control. ICF has established quality assurance/quality control procedures to ensure every deliverable receives an appropriate level of review prior to submittal to the Authority. Deliverables associated with this contract range from CEQA technical studies and documents to internal project team memoranda, each of which will be reviewed by the relevant technical task lead. CEQA/NEPA documents, technical reports, regulatory permitting packages, and similar deliverables will include an additional second-tier review by the project manager. Following the two-tiered review, the work product will be forwarded to our technical editing and reproduction staff. For work products provided by subconsultant, ICF’s project manager and technical task leads will ensure the same high quality of their products as expected from those of ICF.

c. Specialized Experience

To meet the goals and objectives of the Authority to secure programmatic permits for the Draft Properties Operations and Maintenance Plan, the Authority needs a qualified consulting firm with specialized experience regulatory permitting, conservation planning and endangered species compliance, CEQA/NEPA compliance specifically for programmatic permitting programs, and local biological expertise.
Regulatory Permitting

The ICF Team’s knowledge of the existing and new regulations, technical expertise, and agency relationships will ensure efficient issuance of regulatory permits and approvals. Our regulatory team routinely provides the full suite of services needed to address jurisdictional waters and wetlands and is proficient with all elements of the permitting process, including preparing jurisdictional delineations, California Rapid Assessment Method (CRAM) assessments, permit applications, and agency consultations (endangered species and cultural and tribal). The ICF Team knows firsthand that agency representatives have a significant workload and that the permitting process is expedited by providing high-quality, complete application materials and draft letters, public notices, environmental assessments, alternatives analyses, and other documents that agency personnel would otherwise need to prepare. Our team has direct expertise in preparing documents for regulatory agencies at every step of the process, using the latest agency templates and guidance documents to ensure efficiency. Collectively, the ICF Team brings 25+ years of San Diego regulatory experience, providing a unique insider’s perspective to the regulatory review process. We will use our understanding of agency expectations to provide clear guidance and direction to the Authority while also identifying efficiencies and streamlining agency coordination/review process. Additionally, our regulatory staff focus on science-based assessment and decision-making, which adds to our credibility and, more importantly, our ability to reach consensus and move projects forward.

Conservation Planning and Endangered Species Compliance

ICF has a large Habitat Conservation Planning and Implementation Practice. Our staff are dedicated to providing the full range of services necessary for integrated habitat conservation planning, beginning with a conservation plan’s initial strategy and proceeding through its development, completion, and implementation, including environmental compliance and public and stakeholder involvement.

Specifically, our habitat conservation planning and implementation practice provides comprehensive expertise in Endangered Species Act (ESA) compliance, including the following:

- Advising our clients on the best strategy for ESA compliance
- If there is a federal nexus, helping clients navigate the ESA Section 7 consultation process
- If there is no federal nexus, preparing HCPs
- Preparing other conservation plans such as multi-species conservation strategies, Eagle Conservation Plans, Safe Harbor Agreements, Candidate Conservation Plans with Assurances, and Regional Conservation Investment Strategies
- Preparing NEPA documents for these conservation plans
- Preparing programmatic Biological Assessments under ESA Section 7
- Integrating state endangered species laws and permits into conservation plans
- Integrating federal and state wetlands permitting into conservation plans
- Implementing HCPs and other conservation plans and strategies
- Training and courses on HCP preparation and implementation.

Environmental Documentation (CEQA/NEPA) for Programmatic Permitting Programs

The preparation of CEQA and NEPA documents for programmatic permitting projects is unlike standard CEQA and NEPA documents, and requires specialized understanding of the proposed action, integration of the proposed project effects, and understanding of the role of federal agencies as the lead agency. ICF’s CEQA/NEPA team has completed for 50 CEQA and NEPA documents specifically for programmatic permitting programs. This includes the first HCP EIS for USFWS in the country compliant with the deadlines and page limits of Secretarial Order 3355 for NEPA streamlining. Environmental documentation for CEQA and NEPA has been ICF’s core business for more than 45 years. We have written thousands of individual and joint NEPA/CEQA documents, ranging from simple Initial Studies/Mitigated Negative Declarations (IS/MND) and Environmental Assessments/Findings of No Significant Impact (EA/FONSI) for minor projects to complex Environmental Impact Reports (EIRs) and Environmental Impact Statements (EISs).

Local Biological Expertise

ICF’s team of biologists are highly experienced with the local southern California flora and fauna, and regularly perform general biological habitat evaluations as well as focused surveys to meet the requirements of the California Department of Fish and Wildlife (CDFW), USFWS, Regional Water Quality Control Board (RWQCB), and USACE. ICF biologists hold a variety of federal and state permits and approvals to conduct protocol surveys for listed species and regularly conduct focused surveys for coastal California gnatcatcher, coastal cactus wren,
and riparian birds such as least Bell’s vireo and southwestern willow flycatcher. ICF botanists are experts in the flora of San Diego County and southern California and are intimately familiar with local rare and sensitive plant species such as Otay tarplant (*Deinandra conjugens*), San Diego marsh-elder (*Iva hayesiana*), variegated dudleya (*Dudleya variegata*), and San Diego goldenstar (*Muilla clevelandii*). In addition, ICF botanists are experts at preparing detailed vegetation maps using the California Vegetation Classification System, as demonstrated by our mapping of 13,000 acres of preserve land for the County of San Diego Department of Parks and Recreation through an On-Call Services Contract just this season. Our biologists are experts in the California and federal ESAs and are familiar with state and federally listed plant and wildlife species.

d. Relevant Project Experience

ICF has a long history of providing regulatory, biological, cultural, program management, and CEQA/NEPA services to local and regional municipalities and agencies. Below is a selection of ten projects relevant to the Authority’s needs. Each highlighted project includes a brief description of the services provided, along with a client contact reference.

1. Laguna Niguel Programmatic Permitting for Wetlands Operations and Maintenance Services—City of Laguna Niguel

ICF is leading efforts for the development of programmatic permitting with USACE, RWQCB, and CDFW for the Laguna Niguel Wetlands operations and maintenance activities project. The project would allow the City of Laguna Niguel to conduct routine operations and maintenance activities within 13 City-owned wetland sites located in the Sulphur Creek watershed and a portion of the Salt Creek watershed. ICF led all baseline surveys for the project, including a jurisdictional delineation, vegetation mapping, habitat assessment, and several protocol-level surveys for coastal California gnatcatcher, least Bell’s vireo, southwestern willow flycatcher, and western pond turtle (*Emys marmorata*). In addition, ICF aided the City with identifying and mapping 105 maintenance facilities (consisting of outfalls, risers, culverts, bridge crossings, and pilot low-flow channels) that would be covered under the program. By working with the City on identifying the specific purpose and need of maintenance at each maintenance facility and engaging the resource agencies early in the project development phase, we were able to minimize the City’s impacts on sensitive resources and satisfy resource agency concerns, while still allowing the City to achieve its goals for the wetland sites. Additionally, by leading several pre-application meetings and site visits with the Resource Agencies, ICF was able to address the majority of the Resource Agencies comments and request within the permit application submittal and significantly reducing the amount of information requests received. This eliminated a lot of the back and forth that typically occurs on projects of this size, thereby allowing the project to move through the review process quicker. ICF prepared and submitted permit applications in November 2017, and worked closely with the City and agencies to address project comments and concerns to move quickly through the permit process.

ICF led efforts to identify mitigation opportunities and prepared a habitat mitigation and monitoring plan (HMMP) to offset permanent impacts to aquatic resources. ICF also prepared an IS/MND to achieve CEQA compliance and lead efforts to call agencies who commented on the draft CEQA document to ensure that their comments were adequately addressed in the final document and to aid the City in maintaining their relationships with these agencies. The final CEQA document was completed on August 9, 2019.

ICF successfully received final permits from RWQCB and CDFW in November 2019. ICF is working closely with the USACE to finalize their permit review.

**Key Staff:** Lanika Cervantes, Meris Guerrero, William Kohn, Lindsay Teunis, Linnea Spears-Lebrun

**Date Initiated and Completed:** February 2016 – ongoing
2. Upper Santa Ana River Habitat Conservation Plan and Aquatic Resources Programmatic Permitting—San Bernardino Valley Municipal Water District

ICF has been leading the development of the Upper Santa Ana River watershed management program for eleven water agencies in San Bernardino and Riverside Counties. The Upper Santa Ana River Program is a fully integrated conservation, mitigation, and programmatic permitting program that includes the preparation of the Upper SAR HCP, several major stream and riparian restoration projects, the development of mitigation banks and species conservation banks, the development of a programmatic permitting strategy for a comprehensive set of aquatic resource permits from state and federal agencies, and high-level support for Program Implementation. In addition, ICF is preparing all of the environmental documents (CEQA and NEPA), implementing a comprehensive public communications and outreach plan, and developing online program implementation, tracking, mapping, and reporting tools and dashboards for water agency and regulatory agency use. The Upper SAR HCP is a collaborative effort among the water resource agencies of the Santa Ana River Watershed, in partnership with USFWS, CDFW, and several other government agencies and stakeholder organizations. The purpose of the Upper SAR HCP is to enable the water resource agencies to continue to provide and maintain a secure source of water for the residents and businesses in the watershed, and to conserve and maintain natural rivers and streams that provide habitat for a diversity of unique and rare species in the watershed. The protection of these habitats and the river systems they depend on also provides recreational opportunities for activities such as hiking, fishing, and wildlife viewing. The Upper SAR HCP will specify how species and their habitats will be protected and managed in the future and will provide the incidental take permits needed by the water resource agencies under the federal and state ESAs to maintain, operate, and improve their water resource infrastructure. The stream and riparian restoration projects will provide much of the mitigation needed for the HCP as well as mitigation for impacts on aquatic resources from operations and maintenance and new projects implemented by these water agencies. The Mitigation and Species Conservation Banks will be used to track and manage the mitigation credits created through the restoration projects as they are used by the HCP and potentially by other non-HCP entities. Finally, the Aquatic Resources Programmatic Permitting program will provide streamlined permits for water agency activities, including both operations and maintenance and capital improvement projects, as required by the USACE, RWQCB, and CDFW. ICF is preparing the EIR/EIS for the HCP, the EIR for the stream and riparian restoration projects, and NEPA compliance documents for the Mitigation Banking agreements. ICF is providing overall Program Management and will oversee implementation for the initial phase of this program.

**Key Staff:** Scott Fleury, Meris Guerrero, Lanika Cervantes, R.J. Van Sant, Lindsay Teunis, Linnea Spears-Lebrun, Milan Mitrovitch

**Date Initiated and Completed:** 2010 – ongoing

3. Regional General Permit 94 Channel Maintenance Activities Project—City of Escondido

ICF won a 2-year contract with the City of Escondido (City) that involves two main components. The first component includes implementation and oversight of the City’s current RGP 94 Channel Maintenance Activities Project (RGP 94 Project), a programmatic permit that allows the City to conduct maintenance activities within a total of 63 drainage facilities throughout the City. RGP 94 was originally authorized by the Resource Agencies (USACE, RWQCB, and CDFW) in 2015. The City had worked exclusively with another consulting firm for the past several years, however...
Statement of Qualifications – Programmatic Permitting of the Property Operations and Maintenance Plan

upon receiving the contract, ICF began leading efforts to ensure the compliance of the permits and have made a seamless transition in understanding the City’s needs and organizing the data and permit conditions in a matrix that allows for easy reference. ICF tasks for this effort includes drafting annual reports that document the locations and activities completed in the reporting year, conducting pre-activity surveys, and providing biological and/or cultural monitoring, as needed, during maintenance activities.

The second component of this contract is to renew the RGP 94 permits, which expire in Spring/Summer of 2020. As part of the renewal, the City identified 24 additional sites to be added to RGP 94. For these additional sites, ICF lead efforts to conduct a jurisdictional delineation, vegetation mapping, a habitat assessment, and a records search and cultural pedestrian surveys. ICF worked closely with the City to gain accurate descriptions of all activities proposed at each new maintenance facility to ensure all activities the City wanted to conduct were included. Once all baseline data was collected, ICF lead a pre-application meeting with the Resource Agencies to gain initial feedback on the Project as well as discuss each Resource Agencies’ expectations and needs for the renewal permit application submittal. This additional effort allowed ICF to prepare comprehensive renewal permit application packages that were submitted in September 2019. Since application submittal, several site visits and meetings have occurred with one or more of the Resource Agencies; through this interactive approach it has allowed ICF and the City to get the Resource Agencies to focus on the City’s Project and provide continuous input on the project allowing the Project to move forward quicker through the permit process.

In addition, ICF led efforts to identify several mitigation opportunities for the City to evaluate that would offset the functional loss to aquatic resources caused by implementation of the Project. Once a mitigation site was agreed upon, ICF prepared a HMMP that was submitted to the Resource Agencies. ICF has also initiated the preparation of a Supplemental IS/MND to achieve CEQA compliance for the new maintenance locations ICF is working closely with the Resource Agencies through the permit application process to receive renewed permits by Spring/Summer of 2020.

Key Staff: Lanika Cervantes, William Kohn, Linnea Spears-Lebrun, Charlie Richmond

Date Initiated and Completed: January 2019 – in progress

4. M2 NCCP/HCP, EIR/EIS, and Programmatic Permitting for Freeway Improvement Projects—Orange County Transportation Authority (OCTA)

ICF led the development of programmatic permitting procedures, including a Section 404 programmatic IP and Section 401 programmatic certification, for freeway improvement projects proposed over the next 20 years. Advanced permittee-responsible mitigation sites were identified and set mitigation ratios were approved. This will allow for streamlined approval of each individual freeway project as it moves forward to construction. ICF also processed the first of the freeway projects in accordance with the established programmatic permits and NCCP/HCP. In addition, ICF prepared the NCCP/HCP and EIR/EIS. Development of the NCCP/HCP involved close coordination with the OCTA, USFWS, CDFW, and California Department of Transportation. The M2 NCCP/HCP was finalized in November 2016, with permits issued by the wildlife agencies in November 2017.

Through subsequent contracts awarded to ICF by OCTA, ICF has been providing as-needed environmental planning support for the implementation of the OCTA M2 NCCP/HCP and programmatic regulatory permitting efforts. ICF has functioned as an extension of OCTA staff to perform a variety of environmental planning support tasks, including preparation of Resource Management Plans (RMPs) for seven OCTA-acquired preserves. The ICF team worked with OCTA, the wildlife agencies, and other preserve management entities to complete RMPs and attend public workshops to receive comments on the RMPs. ICF coordinated with OCTA to formulate public access policies that address issues related to trails/public access and protection of biological resources.

Key Staff: Patrick Atchison, Scott Fleury, Lanika Cervantes, Charlie Richmond

Date Initiated and Completed: 2010 – ongoing
5. OWD As-Needed Environmental Services and San Miguel Habitat Management Area Maintenance and Monitoring—Otay Water District

During the past 14 years, ICF has completed more than 70 task orders for the Otay Water District (OWD) that have involved general environmental services, including preparation of environmental documentation; biological and cultural resources surveys; regulatory permitting; construction monitoring, and permit compliance; and implementation, maintenance, and monitoring of habitat restoration projects. Examples of two larger task orders completed under this contract are the Pump Station 870-2 project and the Force Main Cathodic Protection (CP) and Blow-Off (BO) Valve Rehabilitation Project.

**Pump Station 870-2** - ICF prepared and finalized the IS/MND for the Pump Station 870-2 Project. In 2017, ICF continued to support OWD through the regulatory permitting process for the project by working closely with USACE, RWQCB, CDFW, and USFWS. Impacts on jurisdictional waters resulted in the need for additional mitigation, more than what was originally anticipated. ICF worked closely with OWD to quickly identify additional mitigation for two wetland sites within the San Miguel HMA and author a mitigation plan, which was subsequently approved. By focusing mitigation opportunities on the San Miguel HMA, an existing protected and OWD-managed area, ICF was able to save OWD money that would have been required for long-term maintenance and monitoring at an off-site location.

**Force Main CP and BO Valve Rehabilitation Project** - ICF completed baseline surveys to identify initial project constraints. Because of the identification of several cultural sites, testing was required at five on-site locations. ICF’s cultural staff conducted compressed studies and used geoarchaeological modeling to identify high- and low-sensitivity areas, then combined the technical reports into a single document. ICF worked closely with OWD engineers to relocate those project components occurring within sensitive cultural resources and reduce potential impacts. By consolidating technical tasks and reporting, as well as using innovative technology, we were able to reduce project costs and avoid impacts to sensitive resources.

ICF prepared regulatory permit packages and led coordination efforts between OWD and the resource agencies. Because of minor permanent impacts within jurisdictional waters, the RWQCB required mitigation. ICF worked closely with OWD engineers to relocate test stations and avoid permanent impacts; at the same time, ICF restoration specialists assessed potential on-site mitigation opportunities. OWD was able to avoid all permanent impacts on jurisdictional waters. Because of the in-depth knowledge of ICF’s regulatory staff, we were able to quickly determine that the revised project was eligible for a streamlined Section 401 Water Quality Certification, resulting in permit issuance ahead of schedule.

As part of separate contract with the OWD, ICF is overseeing the management and monitoring of the San Miguel Habitat Management Area (HMA) for 3 years. OWD owns a 230-acre biological reserve that was created to serve as a mitigation bank for impacts associated with the construction and operation of OWD’s projects and facilities. ICF’s services include qualitative monitoring, oversight of management activities, rare plants surveys, least Bell’s vireo and California gnatcatcher surveys, QCB surveys, vegetation mapping, drone surveys, burrowing owl artificial burrow improvement and grassland restoration, coordination with resource agencies, and quarterly and annual reporting.

**Key Staff:** Lanika Cervantes, Linnea Spears-Lebrun, Mary Bilse, Charlie Richmond

**Date Initiated and Completed:** March 2008 – in progress

6. Otay River Restoration Project and Mitigation Bank—Otay Land Company, LLC

When the Otay Village 3 project was stalled in aquatic permitting due to an insufficient mitigation proposal, ICF was retained by Otay Land Company, LLC to identify a compensatory mitigation proposal that would meet agency mitigation requirements and result in permit issuance. ICF identified an approximately 300-acre property owned by the City of Chula Vista within the Otay River floodplain on which approximately 100 acres of restoration (stream, floodplain, riparian, and sage scrub habitats) could be implemented in multiple phases. ICF prepared a comprehensive HMMP that was accepted by the agencies. The first phase of the restoration program...

**Client Contact:**
Lisa Coburn-Boyd, Environmental Compliance Specialist
(619) 670-2219
2554 Sweetwater Springs Boulevard
project ultimately facilitated permit issuance not only for the Otay Village 3 but also led to streamlined permit issuance for the Villages 8W and 2 developments. The second phase of the restoration project is the development of a USACE approved Mitigation Bank. The mitigation bank Prospectus has been accepted by the agencies and ICF is currently preparing the Mitigation Banking Enabling Instrument.

Tasks under this contract have included baseline habitat surveys and data collection, hydrologic modeling and plans and specifications, a permittee responsible HMMP for Villages 2, 3 and 8W in the first phase of the restoration programs, mitigation bank development, preparation of the prospectus and bank enabling instrument, development oversight of the conservation easement and non-wasting endowment, and regulatory permitting and compliance support. ICF’s scope includes the design of the more than 3-mile loop trail system. Most recently, ICF completed the 30, 60, and 90 percent design plans and specifications, including irrigation and planting plans. The design includes 100 acres of reestablished river channel, terraces, floodplain, and adjacent upland buffers to restore the valley. In addition, ICF has been coordinating with the City of San Diego and the County of San Diego to treat the pockets of invasive species in the 1-mile reach upstream from this property to Savage Dam to ensure protection of the restoration project. ICF oversaw the installation of the first phase beginning in October 2017, with 30 acres of riparian and upland habitat graded and restored, as well as irrigation, seeding, and placement and planting of more than 10,000 container plants. Subsequent phases will begin in 2020.

Key Staff: Lindsay Teunis, Linnea Spears-Lebrun, R.J. Van Sant, Lanika Cervantes, Meris Guerrero, William Kohn, Ryan Layden

Date Initiated and Completed: 2015 – in progress

7. Orange County Comprehensive Advance Mitigation Program—Orange County

ICF is working with multiple departments of Orange County to develop Comprehensive Advance Mitigation Program (OCCAMP). This program will be developed over the next two years and is intended to accommodate both: (1) advanced mitigation activities (largely invested in by OC Parks) leading to the generation of mitigation credits (available to County agencies and others for purchase), and; (2) an agreed upon pathway (with established performance criteria) to streamline mitigation of County projects. The OCCAMP will be developed in three phases.

Phase 1 will be devoted to collaborative development process to design the program, and will include focused workshops with the County and regulatory agencies, estimation of future mitigation needs and historical challenges with mitigation in Orange County, evaluation of advance mitigation opportunities and constraints, and establishment of agency agreements for collaborative development of the program. The outcome of Phase 1 will be a preliminary draft of the OCCAMP document with assimilated supporting materials, and the conceptual design of the OCCAMP Mitigation Tracking Database and Dashboard.

Phase 2 will be devoted to the finalizing the OCCAMP document, building a prototype of the OCCAMP dashboard, completing environmental review (CEQA) for the OCCAMP document, and establishment of long-term assurances with the regulatory agencies.

Phase 3 will focus on the start-up implementation of the program, including a revolving funding approach, and potential expansion of the permitting integration. While the OCCAMP developed in Phases 1 and 2 will facilitate permit streamlining, formal permit negotiations would not begin...
until Phase 3, if determined to be of value. Once the OCCAMP is up and running, attention would be directed to further improving streamlining of regulator permitting, including development of programmatic permit strategies to address groups of projects linked to specific advance mitigation created under the OCCAMP.

**Key Staff:** Patrick Atchison, Milan Mitrovich, Scott Fleury, Meris Guerrero, Lindsay Teunis

**Date Initiated and Completed:** 2020-ongoing

8. **Conservation Planning and Regulatory Permitting Support—San Diego County DPR**

Since 2007, ICF has been contracted with the County of San Diego Department of Parks and Recreation (DPR) under a sequence of on-call contracts to conduct a wide variety of environmental services, ranging from CEQA support roles, resource monitoring, and habitat restoration. A number of task orders have directly involved conservation planning and regulatory permitting support. These have included:

- **North County Plan Assessment.** ICF is currently assisting the County of San Diego complete an assessment of the North County Multiple Species Conservation Plan (North County Plan). ICF’s role has been to provide high-level input and recommendations to the County management, Board of Supervisors, and stakeholders on ways to move forward on the project in collaboration with the Wildlife Agencies.

- **Alpine Park Project.** ICF has been working with the County to conduct biological and cultural inventory surveys for a proposed active use park facility in the Alpine area. Based on biological surveys, ICF determined the project would involve impacts to quino checkerspot butterfly (*Euphydryas editha quino*) and hermes copper butterfly (*Lycaena hermes*) that will involve consultation and permitting with the Wildlife Agencies. ICF is currently assisting the County determine avoidance, minimization, and mitigation measures and the appropriate permitting approach. This will likely involve the preparation of a standalone HCP.

- **Wetlands Policy Assessment.** Due to the ICF Regulatory Team's in-depth understanding of federal and state CWA permitting and review processes, the County of San Diego contracted with ICF to provide regulatory assistance with the review of the 2018/2019 proposed changes to the federal CWA definition of waters of the U.S. and the state’s procedures for regulating the discharge of fill material into waters of the state. Our team reviewed the proposed changes to the regulations, identified key issues or concerns, compared the proposed regulations to current regulations, and identified and evaluated the impact (both positive and negative) of these changes on projects requiring permits from the USACE and RWQCB within southern California. Finally, our team prepared graphical materials and memos that were used to brief County management as well as assisted the County with the preparation of formal comments responding to the proposed regulatory changes.

**Key Staff:** Meris Guerrero, Scott Fleury, Patrick Atchison, Mary Bilse, Kathie Washington, Tristan Evert, Patrick McGinnis

**Date Initiated and Completed:** 2007 – ongoing

9. **San Diego County RGP 53—San Diego County Department of Public Works**

ICF was repeatedly retained by the County of San Diego Department of Public Works to perform as-needed environmental services including the preparation of CEQA/NEPA documents, technical studies, resource agency permitting packages, and revegetation plans and specifications, as well as provide adjunct staff support and construction monitoring services. Over the years, ICF completed 200 task orders under the various on-call contracts awarded. Some specific tasks involved support for the renewals and implementation of the County’s RGP 53, a programmatic 404 Permit covering maintenance of County stormwater facilities.

**Mitigation Area Monitoring.** The County created the Sweetwater River Mitigation Area within the Sweetwater Regional Park to mitigate impacts associated with the County’s RGP 53. A MOA between the County and USACE signed in 1999 outlines how the mitigation credits at this site can be used and allows Arundo removal areas that have been restored to wetlands through natural recruitment to be used as mitigation.

**Client Contact:**
- Bethany Principe, Land Use Environmental Planner II
  - (858) 966-1321
  - 5500 Overland Ave., Suite 410
  - San Diego, CA 92123

- Gail Getz, Environmental Planning Manager
  - (858) 694-3911
  - 5510 Overland Drive, Suite 410
  - San Diego, California 92123

**Client Contact:**
- Gail Getz, Environmental Planning Manager
  - (858) 694-3911
  - 5510 Overland Drive, Suite 410
  - San Diego, California 92123
Approximately 26 acres of Arundo were removed from the Sweetwater River Mitigation Area and approximately 8 of the 26 acres have been actively revegetated. According to the wetland delineation conducted by ICF (May 2005), of the 26.0 acres of Arundo removal areas, approximately 8.0 acres were actively revegetated, 10.3 acres experienced natural recruitment, and 7.7 acres were available for active revegetation or natural recruitment. ICF conducted subsequent surveys in 2007, 2010, and 2012 that determined a total of 15.54 acres had experienced natural recruitment, leaving 2.46 acres available for active revegetation or natural recruitment. ICF conducted a final survey in 2014 to determine whether additional areas experienced natural recruitment and tabulated the total amount of credits available as part of a final close-out report in 2014.

**RGP Permit Renewals.** The County applied for renewals to its RGP 53 in 2005 and 2016. ICF provided adjunct staff support to prepare the renewal application in 2005. In 2016, ICF assisted the County by providing information needed by USACE to coordinate with USFWS to update the Biological Opinion for this project. USFWS requested the following information be addressed:

- Summary of take granted in the various Biological Opinions for this project
- Summary of actual impacts and mitigation for this project as it relates to the take statement
- Verification that designated critical habitat has not changed or has been designated at any of the facilities since the last consultation
- Yellow-billed cuckoo (*Coccyzus americanus*) has been recently listed. It needs to be verified that this species does not need to be addressed.

ICF organized and summarized annual maintenance and mitigation data and conducted a review of the critical habitat relative to the maintenance sites. The results were presented in a brief technical memo.

**Key Staff:** Patrick Atchison, Meris Guerrero (while at USACE)

**Date Initiated and Completed:** 2000 – 2017

### 10. Santee MSCP Subarea Plan—City of Santee

ICF is leading the preparation of the Santee Multiple Species Conservation Program (MSCP) Subarea Plan. The Subarea Plan represents the City of Santee’s contribution (approximately 10,700 acres) to the San Diego Subregional MSCP (approximately 582,243 acres). The Subregional MSCP was developed as a comprehensive regional habitat conservation planning program for southwestern San Diego County. It was designed to preserve a network of habitat and open space to protect biodiversity and species habitat while accommodating continued economic growth. The Santee Subarea Plan defines the City’s plans for habitat and open space preservation and management, and how those plans fit into and are consistent with the subregional MSCP.

ICF’s role in developing the Santee MSCP Subarea Plan has included:

- **Database Development.** ICF has developed a GIS database of biological and land use resource information to support the Subarea Plan development. This includes datasets of vegetation communities, covered species occurrences, critical habitat, and species suitable habitat modeling using best available information.

- **Covered Activities.** ICF coordinated with the City to develop a list of covered activities that includes known and anticipated development projects, street improvements, drainage projects and maintenance, and trail projects and maintenance. The covered activities were based on review of current CIP plans, the General Plan mobility element, and ongoing planning activities. For each covered activity, an impact footprint was created using engineering plans or “best-guess” determinations.

- **Preserve Design and Conservation Strategy.** ICF prepared a Subarea Plan Preserve System map that identifies the existing and anticipated (hardline and softline areas) habitat preserve boundaries. The Subarea Plan Preserve
System protects habitat corridors and linkages within the Subarea Plan boundaries and maintains connectivity with adjacent open space areas.

- **Conservation Analysis.** ICF analyzed the habitat protection relative to biological goals and objectives at the landscape, natural communities, and species-specific levels of detail. The Subarea Plan covers 22 sensitive species and the conservation analysis addressed the habitat protection and management needs of each species.

- **Document Preparation.** ICF completed a Wildlife Agency Review draft of the Subarea Plan pursuant to the California NCCPA and federal HCP guidelines. ICF is currently working with the Wildlife Agencies to address comments and input.

- **Evaluation of Programmatic Aquatic Resource Permitting Options.** ICF prepared a technical memo to summarize options to integrate aquatic resource permitting with the NCCP/HCP process and made recommendations to the City for long-term aquatic resource permitting strategies.

**Key Staff:** Patrick Atchison, Scott Fleury, Meris Guerrero

**Date Initiated and Completed:** 2014 – ongoing

---

e. Sub-Consultant Qualifications

**Rocks Biological Consulting – Firm Overview**

ICF has teamed with Rock Biological Consulting (RBC) to provide depth and expertise in regulatory permitting and local biological resources. RBC is a San Diego-based small business that has been providing biological consulting in southern California since 2004. With over 50 years of collective local experience, RBC has delivered high quality work while keeping projects on schedule and within budget. RBC has led projects large and small, written hundreds of biological technical reports, and performed thousands of focused species surveys. The RBC staff includes experts well-versed in Southern California biological species and habitats as well as local, state and federal environmental regulations and processing guidelines. Their staff specialize in general biological surveys and biological technical reports (CEQA/NEPA compliant); focused and protocol surveys for endangered, threatened, and special-status species; rare plant surveys, habitat assessment; aquatic resource delineations and regulatory permitting; biological monitoring; land management; and habitat restoration planning. RBC also prepares and implements mitigation plans and restore and manage habitat.

ICF and RBC have an ongoing working relationship and have teamed on a number of similar projects, including Pala’s Integrated Resource Management Plan. ICF and RBC staff have worked together for many years and bring a collaborative approach for solving complex environmental and permitting challenges. RBC’s lead regulatory specialist, Shanti Santulli, will be available to participate on the project team as a senior advisor and participant on the regulatory permitting components of the project. Shanti served as a regulatory project manager and team lead while employed at the USACE prior to joining RBC and brings insights on how to streamline the regulatory process. She has led regulatory trainings and presentations on behalf of the USACE and as a consultant for numerous organizations such as the San Diego Association of Environmental Professionals (AEP) and the Wetland Training Institute (WTI). Her passion for regulatory and aquatic resource subject matter, network of regulatory specialists and technical experts, and exceptional working relationship with federal and state regulators sets her apart from others in her field.

**Rocks Biological Consulting – Relevant Project Experience**

The following projects highlight RBC’s relevant project experience, focused on Shanti’s experience and expertise on regulatory permitting support:
**RBC1. Pala Integrated Resource Management Plan—Pala Band of Mission Indians**

RBC completed a draft Integrated Resource Management Plan (IRMP), a tribal policy document that outlines strategic management of a tribe’s resources, for the Pala Band of Mission Indians (PBMI). RBC and its subconsultants, including ICF, evaluated the inter-relationships between a tribe’s natural, cultural, and economic resources, and created a planning framework for tribal economic development while ensuring cultural and natural resources are properly accounted for and will be appropriately managed over a 20-year period. Development of the IRMP included the creation and analysis of six land use planning alternatives in light of pertinent environmental regulations. RBC, with consistent support and input from ICF, promoted the official selection of PBMI’s preferred land use alternatives using strategic management and coordination with PBMI and utilization of RBC’s and ICF’s in-depth knowledge of environmental regulations, focusing on aquatic resource regulations given San Luis Rey and its tributaries are a critical natural resource of concern on PBMI lands. The preferred land use alternative both supports PBMI’s economic growth and conservation of its most valuable natural resources and ultimately will assist the tribe in using and managing its lands for planned activities effectively and in compliance with federal environmental regulations. PBMI anticipates pursuing permitting through the USACE for projects identified in the IRMP’s preferred alternative via an RGP or other streamlined permit process.

**Key Staff:** Shanti Santulli (RBC), Sarah Krejca (RBC), Meris Guerrero (ICF), Patrick Atchison (ICF)

**Date Initiated and Completed:** 2018 – ongoing

**RBC2. Programmatic Master Plan Permit—U.S. Army Corps of Engineers**

As senior project manager with the USACE Regulatory Division Carlsbad Field Office, Shanti provided senior review and oversight during the development and modification of a Programmatic Master Plan Permit (PMPP) for the San Diego County Water Authority (SDCWA), the first of its kind in the region. The PMPP covers the SDCWA’s Capital Improvements Projects (CIP) and Operations and Maintenance (O&M) projects per the SDCWA’s Regional Water Facilities Optimization and Master Plan Update within a designated plan area in the County of San Diego, California. Shanti’s extensive review of and input on several draft iterations of the PMPP including multiple meetings with the USACE South Coast Branch and Division Chiefs contributed to the successful finalization of an effective, efficient, and enforceable master permit for SDCWA.

**Key Staff:** Shanti Santulli (RBC)

**Date Initiated and Completed:** June 2013 – September 2016

**RBC3. West Campus Lower Plateau Project—Waypoint Property Group**

Shanti served as regulatory project manager for a large industrial development as part of the March Air Force Base redevelopment project in Riverside County. She led the jurisdictional delineation and regulatory permitting, including pre-application coordination with the client to strategically avoid a portion of the proposed project impacts to qualify under the USACE streamlined Nationwide Permit (NWP) proam and minimize compensatory mitigation requirements. Shanti successfully submitted complete applications to the USACE, Santa Ana RWQCB, and CDFW and secured mitigation bank credits to fulfill project mitigation requirements. She also facilitated several in-depth discussions regarding complex tribal resource issues with the client and USACE management to expedite the Section 106 of the National Historic Preservation Act (NHPA) process and assisted with the Section 7 of the ESA compliance process, including coordination with the USFWS.

**Key Staff:** Shanti Santulli (RBC)

**Date Initiated and Completed:** August 2017 – June 2019
RBC4. Maple Canyon Restoration Project

Shanti manages the regulatory permitting for a restoration and erosion-control pilot project in Maple Canyon in the City of San Diego. Shanti led the pre-application coordination; an onsite meeting with the USACE, RWQCB, and CDFW; a presentation to the USACE regarding the project's non-standard approach to stream restoration; and several follow-up meetings and phone calls regarding the complex and grant-funded restoration work. Shanti also assisted her client with the submittal of complete applications and associated documents to the USACE (NWP 27), RWQCB, and CDFW for the project. Through Shanti’s consistent and constructive coordination with the agencies and knowledge of local regulatory standards and procedures, the client received project authorization from the USACE and CDFW (the latter via operation of law) within six months of the submittal of the complete applications for the complex restoration project. RWQCB authorization is still pending completion of CEQA.

Key Staff: Shanti Santulli (RBC)

Date Initiated and Completed: July 2017 – Present

RBC5. City of San Diego’s Municipal Waterways Maintenance Plan (MWMP)—Dudek (prime)

Shanti has been contracted to assist in the development of a RGP for the City of San Diego’s Transportation and Stormwater Division’s MWMP to streamline the permitting process for multiple Operations and Maintenance facilities. She will provide technical guidance to the project team and facilitate discussion with the regulatory agencies using her strong working relationship with the regulatory agencies and thorough technical knowledge of the pertinent regulations.

Key Staff: Shanti Santulli (RBC)

Date Initiated and Completed: January 2020 – Ongoing

f. Evidence of Experience and Competence

For several the representative projects listed above, we have provided work products to demonstrate our experience and competence. These work products are provided on a USB flash drive submitted with the SOQ, available through a project website and/or have been posted for download at the dedicated ICF ftp site listed below. Note that some of the projects we have highlighted do not have work products that are publicly available and we are not able to provide copies for distribution and review.

The ftp site can be accessed using the following link:
https://sftp.icfi.com
login: ICF_HabMit
password: SW_HabMit_User!

Work products and documents we have made available include:

- Laguna Niguel Programmatic Permitting
  - Project Website: https://www.cityoflagunaniguel.org/1211/Wetlands
  - Documents on ftp and USB flash drive:
    - Final Initial Study/Mitigate Negative Declaration, Laguna Niguel Wetlands Operations and Maintenance Project – July 2019
    - Mitigation Monitoring and Reporting Program, Laguna Niguel Wetlands Operations and Maintenance Project – July 2019
    - Final Operations and Maintenance Plan, Laguna Niguel Wetlands Operations and Maintenance Project – July 2019
• Upper Santa Ana River Habitat Conservation Plan and Programmatic Aquatic Resources Permitting
  o Project Website: [http://www.uppersarhcp.com/](http://www.uppersarhcp.com/)
  o Document on ftp and USB flash drive:
    ▪ Upper SAR HCP Phase 1 Report
• OCTA M2 NCCP/HCP, EIR/EIS, and Programmatic Aquatic Resources Permitting
  o Project Website: [http://www.octa.net/Projects-and-Programs/OC-Go/OC-Go-(2011-2041)/Freeway-Mitigation/Environmental-Mitigation-Program-Overview/](http://www.octa.net/Projects-and-Programs/OC-Go/OC-Go-(2011-2041)/Freeway-Mitigation/Environmental-Mitigation-Program-Overview/)
  o Documents on ftp and USB flash drive:
    ▪ Resource Management Plans (RMPs) for OCTA Preserves (7) – Sep 2017 and Sep 2018
• Otay River Restoration Project and Mitigation Bank
  o Project Website: ICF has developed an interactive web-based tool called WayPoint to allow users for view data layers, aerials, photos, videos, and other visual aids to assist in project visualization and track progress. The link, username and password is below.
    ▪ [https://ecosystems.azurewebsites.net/Otay/](https://ecosystems.azurewebsites.net/Otay/)
    • Username: ICF_User
    • Password: WayPoint1234
  o Document on ftp and USB flash drive:
    ▪ Otay River Restoration Project Final Habitat Mitigation and Monitoring Plan (HMMP) – September 2015
• Otay Water District San Miguel Habitat Management Area Maintenance and Monitoring
  o Project Website: WayPoint data viewer.
    ▪ [https://ecosystems.azurewebsites.net/SanMiguel/](https://ecosystems.azurewebsites.net/SanMiguel/)
    • Username: SanMiguelHMA_1
    • Password: WayPoint_1
  o Document on ftp and USB flash drive:
    ▪ Annual Report for the OWD San Miguel Habitat Management Area – March 2019
• County of San Diego RGP 53 for Routine Flood Control Maintenance
  o Document on ftp and USB flash drive:
    ▪ RGP53 permit issued by ACOE in 2016.
• ICF Flyer on Advance Mitigation and RCIS
  o Document on ftp and USB flash drive:
    ▪ ICF Flyer: Advance Mitigation and RCIS for Infrastructure Projects

g. Tentative Strategy

**Scope of Work**

**Overview**

As part of this SOQ, ICF is providing a tentative strategy for how we anticipate the project will move forward with the goal of obtaining programmatic permits for the Authority’s Operations and Maintenance (O&M) Plan. It is our understanding that ICF will conduct interviews and collaborative sessions with the Authority to identify the best approach for achieving the project goals. ICF will review the different options for programmatic permitting and strategies for CEQA/NEPA compliance with the Authority early on in process. Based on these discussions, ICF will then work with the Authority to solidify a firmer scope of work and schedule as the project progresses.
Our recommended strategy when developing a comprehensive permitting program such as the proposed project is to frequently collaborate with the client as well as local, federal and state agency staff (USACE, RWQCB, CDFW, USFWS) to build consensus. The ICF team understands that agency permitting currently drives, and will continue to drive, implementation of the activities outlined in the Authority’s O&M Plan. ICF is focused on completing tasks in a sequence that provides schedule and cost efficiencies, as well as leads to a complete permit package for submittal to the Agencies that satisfies the Agencies requirements. This will reduce additional information requests by the Agencies that can result in longer permit processing. Our team’s detailed knowledge of agency staff needs for permit processing, including drafting internal documents and the appropriate terminology for communicating the project details to the agencies, will result in permit applications and documents that can be reviewed faster by agency staff and that generate fewer agency questions or comments, streamlining the permit review process. In addition, ICF has the institutional understanding of the agency’s objectives and the staff availability to ensure expedited responses to the Authority and agencies to prevent delays and continue moving the project forward.

The tasks outlined below follow the anticipated scope of work provided in the RFQ. For each task we identify our suggested key steps to developing a programmatic permitting program; however, we recommend thoroughly discussing various options to this approach to ensure that we have included all the current thinking, priorities, and interests of the Authority before selecting a detailed approach.

Task 1. Review of Existing information

ICF’s team, led by project manager Meris Guerrero, will work closely with the Authority to gain a thorough understanding of the Proposed Project, O&M activities, existing project information, and the Authority’s goals and objectives for the program.

It is our understanding that many of the ongoing O&M activities are the result of previously approved projects and actions taken by the Authority. Background environmental data and documents that will be provided by the Authority may include:

- Selected CEQA documents and associated technical studies
- Relevant permits
- Draft Operations & Maintenance Plan and attachments
- Selected engineering drawings, maps, and technical documents
- Selected Standard Operating Procedures
- Selected Authority preserve areas or habitat management plans that will be pertinent to the development of a mitigation plan for the Proposed Project
- Geographic Information Systems (GIS) Data
- Other Information, as requested or identified by ICF

Upon receipt of the information above, and prior to a full review of the documents, ICF will set up a project kick-off meeting with Authority staff. The goal of this kick-off meeting will be to gain an understanding of the documents provided, the Proposed Project’s history and the data/work that has been completed to-date, and discuss the Authority’s environmental and regulatory concerns and/or issues. Due to the size of the Proposed Project and amount of work that has been completed, this meeting will help to facilitate ICF’s review of available documents and help our team to evaluate and identify which permitting mechanisms or combination of mechanisms would best support the Authority’s goal to streamline internal and external approvals for O&M projects.

After the kick-off meeting, ICF will fully review all documents received, including organizing GIS data to be able to visually identify the data available for the Authority’s Proposed Project area. ICF proposes to use WayPoint, an ICF developed, interactive web-based tool to allow users to view data layers, aerials, photos, videos, and other visual aids to assist in project visualization and track progress. After the review of the information provided, ICF will prepare a brief memorandum, including a checklist, that will identify any data gaps, information needs, or likely surveys needed for the development of the Programmatic Permit Program and preparation of any necessary permit applications.

A second meeting will be scheduled with Authority staff to review the memorandum and to discuss any data gaps and survey needs. The goal of this meeting will be to confirm whether the Authority has any of the information identified and to finalize the type of surveys and reports that will be completed as part of Task 2. In addition, at
this meeting, the Authority and ICF will discuss the regulatory review process and the permitting approach to ensure that all parties are in concurrence on the path forward.

At the end of this task, ICF will develop several reference tables that categorize the O&M activities and identify the likely required permits. One reference table will include the O&M activity, how the work is carried out (based on the O&M Plan), and if the activity would result in a discharge of dredged or fill material if conducted within waters of the U.S. and State, result in a substantial alteration to CDFW jurisdictional waters, and/or result in take (impacts) to endangered species and/or sensitive habitats. The purpose of this table is to identify which activities the Agencies regulate and which are outside of their regulatory purview. This table will also allow our team to identify which O&M activities may require compliance with Section 106 of the National Historic Preservation Act allowing our team to identify an appropriate approach for these processes. A pre-application meeting will be set up with the Agencies at the completion of this task to review the results.

**Deliverables:**
- Up to two meetings with Authority staff
- Reference tables categorizing O&M activities/projects and identification of likely permits.
- One memorandum documenting data gaps and surveys that may be required for the Programmatic Permit Program and applications.

**Task 2. Technical Document Preparation & CEQA Initial Study**

It is our understanding that a significant portion of the environmental analysis for the Proposed Project is anticipated to be prepared using existing information and data as identified in Task 1. Based on the proposed coordination meetings, the type of surveys and reports that will be completed for the Proposed Project will be determined and agreed upon between ICF and the Authority prior to initiation of this task. Based on the size of the Proposed Project and the potential that many of the impact locations are not currently identified, below is the approach for each type of report and survey that is anticipated.

- **Biological Resources Report and Vegetation Mapping** – Vegetation mapping will be completed through a desktop level review of the Proposed Project locations and a QA/QC of vegetation mapping provided by the Authority will be completed. Targeted areas may be identified for field spot checks-ins, in the event aerial imagery is not useful in certain areas. Once the vegetation mapping is complete, suitable habitat for sensitive or listed species can then be made as well as a review of the current CNDDB database. In addition to more detailed mapping at the Proposed Project locations, regional vegetation and species distribution information will be collected and summarized in the Biological Resources Report. This report will serve as the baseline biological resources information used for programmatic permit program efforts and permit applications.

- **Jurisdictional Delineation** – A desktop level review will be completed using primarily USFWS National Wetland Inventory Maps to create potential jurisdictional waters polygons. In addition, this information will be compared to National Hydrography Dataset Maps and USGS topographic maps to create line features in any areas that may have not been included in the NWI maps. This approach will allow ICF and the Authority to identify locations of potential aquatic resources which can then be used to run higher-level impact calculations. The results of this desktop review will be included in a Jurisdictional Delineation Report.

- **Cultural Resources** – A cultural Records Search will be completed for the Proposed Project locations to identify previously recorded sites. No pedestrian surveys are proposed at this point in the project as it is anticipated that the specific impact locations may not be detailed enough to conduct pedestrian surveys. As part of this effort, ICF cultural staff will evaluate the proposed O&M and CIP activities and make a determination on which activities would have “no potential to cause effects to historic properties” and which would require consultation with the National Historic Preservation Act. The purpose of this effort would be to identify which activities would be more streamlined for approval (i.e. not need Section 106 consultation) and which would require more coordination efforts. The results of the records search will be included in a memorandum.

- **Comprehensive Mitigation Plan** - ICF recommends submittal of a mitigation strategy to the agencies for approval prior to preparation of a full habitat mitigation and monitoring plan (HMMP) and HCP, if needed. ICF will review the current compensatory mitigation opportunities, including existing mitigation banks and
the Authority’s current mitigation sites and/or proposed sites to determine 1) Sites that would mitigate for sensitive species proposed to be impacted, and 2) Sites that will allow for jurisdictional waters mitigation. This effort will include a desktop review of all potential mitigation sites and provided information and a site visit to further evaluate mitigation opportunities at a subset of these sites that have the highest potential for mitigation and are highest priority for the Authority. ICF will then prepare a mitigation strategy and opportunities memorandum that describes the amount and type of mitigation available at each site identified for the Authority’s consideration and for submittal and discussion with the agencies.

After a second pre-application meeting with the Agencies, ICF will prepare a HMMP for the selected site(s) in accordance with the mitigation requirements of the USACE and U.S. Environmental Protection Agency Compensatory Mitigation for Losses to Aquatic Resources; Final Rule [Final Mitigation Rule, 33 CFR Parts 325 and 332 (2008)] and the USACE 2015 Mitigation and Monitoring Guidelines for HMMPs. As part of the HMMP preparation, ICF will conduct baseline surveys of the selected mitigation site(s) including a JD to assess jurisdiction limits, vegetation community mapping, habitat assessment, focused species surveys, and cultural resource surveys.

- **CEQA Initial Study** - Upon completion of all baseline surveys and reports described above, ICF will prepare an Initial Study to identify the level of CEQA document that will be required to address the impacts associated with the activities included in the O&M Plan. (Note: additional CEQA and NEPA compliance is associated with the issuance of programmatic permits and is addressing in Task 3).

**Deliverables:**
- Biological Resources Report
- Jurisdictional Delineation Report
- Cultural Resource Memorandum and Table
- Mitigation Opportunities Memorandum
- Comprehensive Habitat Mitigation and Monitoring Plan
- CEQA Initial Study
- All GIS files created as part of this task will be compiled and provided to the Authority.

**Task 3. Complete CEQA and NEPA Process**

Environmental documentation for CEQA and NEPA has been ICF’s core business for more than 45 years. We have written thousands of individual and joint NEPA/CEQA documents, ranging from simple IS/MND and EA/FONSI for minor projects to complex EIRs and EISs.

**CEQA**

ICF recommends that the development of the CEQA document for the O&M Plan be completed concurrently with the submittal of the programmatic permit applications. This approach has proven to be most effective especially for larger more complex projects as it allows for ample time to engage the Agencies and gain an understanding of their concerns and issues on the Proposed Project early on that can then be incorporated into the CEQA document. In our experience, by coordinating with the Agencies and providing them with project details prior to the development of a CEQA document, the document can be tailored to focus on the areas of concern and limit the amount of agency comments during the CEQA process. In addition, CEQA measures can be reduced and/or modified to better fit Agency requirements.

Based on the results of the Initial Study, ICF will prepare an IS/[M]ND or EIR in accordance with State CEQA Guidelines, as well as all up to date CEQA-related legislation and case law. ICF believes the primary environmental issues associated with the Proposed Project will be related to biological resources (specifically habitat loss and impacts on special-status species) and possibly cultural resources. Feasible mitigation measures will be developed in consultation with the Authority and the Agencies (as appropriate) to address any potentially significant impacts. It is our understanding that it is anticipated that impacts associated with the implementation of the Proposed Project, will be mitigated to levels less than significant. Additionally, that many of the Proposed Project impacts have already occurred and were mitigated as part of previously approved projects or actions taken by the Authority. The list of activities covered in the CEQA document will be extended to address any impacts (usually minimal) associated with the management and monitoring of mitigation sites. This will allow the CEQA document to serve as the environmental compliance document for state agencies (RWQCB and CDFW) issuance of programmatic permits.
NEPA

The issuances of federal programmatic permits, such as the issuance of a new RGP and/or HCP, are federal actions subject to NEPA. The development of an RGP would require the preparation of an USACE Environmental Assessment (EA). The preparation of an HCP would require an EA or EIR with the USFWS as the lead agency. ICF will prepare the NEPA compliance documents in coordination with the federal agencies.

**Deliverables:**
- Draft and Final CEQA document
- Draft and Final NEPA documents

**Task 4. Obtain Programmatic Permits**

In our experience, engaging the Agencies early on significantly benefits projects as we can gain early clarification on requirements and agency needs as well as get feedback at each phase of the project that will allow ICF to prepare a comprehensive permit package. Therefore, several pre-application meetings are proposed after the completion of certain tasks above to ensure that the appropriate next steps are taken.

**Pre-application Meetings**

Our first pre-application meeting with the Agencies (i.e., USACE, RWQCB, CDFW, and USFWS) is proposed after the completion of Task 1, compiling the existing information available, and once ICF has a thorough understanding of the Proposed Project, data currently available, and type of surveys that are proposed for Task 2. The goal of this meeting will be to familiarize the Agencies with the Proposed Project, discuss the goals and objectives of the O&M Plan, as well as to gain agency approval or buy-in on the approach to each survey (Task 2) and the comprehensive Programmatic Permit Program. This initial meeting will be to ensure that the Agencies are onboard with the level of detail that will be gathered and gain insight on each of the agency’s needs.

A second pre-application is proposed once all baseline surveys are completed as well as the opportunities memo for the mitigation. The goal of this meeting will be to provide the Agencies with the initial estimate of potential impacts (if impact locations are available) and/or the anticipated level of impact caused by each type of O&M project. At this meeting the ICF will seek feedback on the proposed project mitigation approach/strategy and will share the results and conclusions of the CEQA initial study. In addition, a discussion of the anticipated programmatic permitting strategy will be introduced.

**Programmatic Permit Process**

Upon completion of Tasks 1 and 2 above, ICF will prepare the necessary programmatic permit application packages for submittal. The anticipated permits include:
- CWA Section 404 Permit, Regional General Permit (RGP)
- CWA Section 401 Permit, Water Quality Certification for CWA 404 Permit
- Federal ESA compliance (a Section 7 Consultation or Habitat Conservation Program)
- CDFW 1602 Agreement, Programmatic Routine Maintenance Agreement
- California ESA and FGC compliance (Incidental Take Permit, NCCP, or State-Federal Consistency Determination).

**Aquatic Resources Programmatic Permits.** Development of an RGP through the USACE will require completion of the ENG Form 4345 application. Additionally, because the RGP is a federal action subject to NEPA the USACE must complete a Public Notice, and NEPA EA including USACE Public Interest Review, alternatives analysis, and compliance with the Section 404(b)(1) Guidelines. ICF understands USACE staff have limited availability, therefore, to expedite the USACE review process and reduce processing timelines, ICF proposes to prepare drafts of the USACE Public Notice, Environmental Assessment, Section 7 Initiation Letter (as needed), and Section 106 initiation letter (as needed), for USACE finalization. ICF will develop the alternatives analysis content in accordance with NEPA and the 404(b)(1) Guidelines. The primary objective of the 404(b)(1) alternatives analysis is to identify the Least Environmentally Damaging Practicable Alternative (LEDPA). An alternative is considered “practicable” if it is available and capable of being developed while taking into consideration cost, existing technology, and logistics, in light of the overall project purpose. Given the nature of the federal action is to increase efficiencies through the development of an RGP, the alternatives analysis would likely require the consideration of the Proposed Project (New RGP), No Action Alternative (Project by Project Permitting), and the
No Federal Action Alternative (No Project). In developing the analysis, ICF will maximize use of previously prepared materials concerning alternatives and associated CEQA environmental analysis.

Upon submittal of the permit packages, a meeting will be set 40-50 days after the submittal date. The RWQCB and CDFW have 30 days to respond to a permit application from the date of its submittal, therefore by this time, ICF and the Authority will have received an initial response from both RWQCB and CDFW. The purpose of this meeting will be to ensure that the Resource Agencies have initiated their review of the permit packages and discuss their initial questions or comments.

After this initial meeting, the CEQA document under Task 3 should commence. ICF recommends setting up recurring meetings with the Resource Agencies to be set about every 8 weeks to encourage their continued review and movement of the permit process. In addition, this will allow an opportunity to negotiate permit conditions and the notice to proceed process that will be set within each programmatic permit. This will also allow the Authority and ICF to gain clarification on requirements and issues that can filter into the CEQA document.

Aquatic Permits Deliverables:
- Draft and Final Permit Packages, including ESA and NHPA compliance documentation
- Draft USACE Public Notice
- Draft USACE NEPA EA, including 404(b)(1) alternatives analysis (see Task 3)

Endangered Species Programmatic Permits. A determination of a path forward for endangered species programmatic permitting will require further research and discussion. Since it is anticipated that the O&M Plan will include impacts to upland habitat and upland species, this may make it more difficult to utilize Section 7 of the ESA as a comprehensive permitting strategy for endangered species compliance (USACE is less likely these days to take jurisdiction for the upland components of projects). Preparation of a HCP under Section 10 of the ESA is a likely option, but this will be determined based on information collected and reviewed in Tasks 1 and 2 and discussions with the USACE and USFWS. ICF is a leader in the preparation of HCPs and will lead the Authority in the preparation of the HCP. The complexity of the HCP will depend on the amount and type of impacts to endangered species and their habitats, and the feasibility of the proposed conservation/mitigation strategy(ies). Under the HCP option, ICF will also coordinate with USFWS to complete an EA under NEPA (part of Task 3).

For compliance with California ESA, ICF will coordinate with the Authority and CDFW for issuance of a 2081 permit that is consistent with the HCP.

Endangered Species Permits Deliverables:
- Draft and Final HCP
- Draft and Final USFWS NEPA EA (see Task 3)

Task 5. Provide Implementation Support (Optional)

ICF is committed to supporting the Authority through all aspects of this program. As an optional task, ICF is available to provide implementation support. ICF is a national leader in effective and cost-efficient implementation of conservation and mitigation plans. We have been assisting clients in implementing their conservation and mitigation plans for over 20 years in a wide variety of situations and for diverse habitats and species. This deep experience allows us to bring lessons learned from implementing one plan to others. ICF provides the following services related to conservation and mitigation plan implementation.

Biological Monitoring
Long-term monitoring is often a substantial task of many conservation and mitigation plans. ICF’s biologists conduct botanical surveys, wildlife inventories and population censusing, vegetation and wildlife habitat mapping, delineations of wetlands, endangered species surveys, and aquatic and marine inventories. We are also adept at collecting, managing, analyzing, and presenting monitoring data so that it directly informs compliance and effectiveness of plan implementation.

Habitat Restoration
ICF has a dedicated practice in restoration planning, design, and implementation that includes: revegetation plans and specifications, regulatory permit assistance, installation and maintenance of plantings and irrigation systems,
field supervision and monitoring of construction, and monitoring and evaluating revegetation and restoration efforts.

**Compliance Monitoring and Annual Reporting**
Large conservation and mitigation programs require extensive data collection and management to enable impact and conservation tracking and clear reporting to resource agencies and the public. ICF staff have expertise in web-based GIS services, database design and construction, interactive map production, spatial analysis, image processing, on-line tools, and programming custom applications.

**Resource Management Planning**
ICF’s biologists and planners are adept at management planning for implementation. We have expertise in important issues such as vegetation management, wildlife and fisheries management, rare plant management, exotic species control, and prescribed burning.

**Cultural and Historic Resources Surveys**
Restoration projects and some land management activities may need assessment or surveys for cultural resources. ICF has nationally recognized staff with expertise in historic structure assessment, demolition, restoration, and interpretation. Our staff also conduct cultural resource investigations, archaeological reconnaissance, monitoring, and excavation; and implement of state and federal regulations pertaining to the management of archaeological resources, such as National Historic Preservation Act (NHPA) compliance.

**Public Involvement, Facilitation, and Mediation Services**
Public involvement may be as important in plan implementation as it is in plan development. ICF community affairs staff provide design, coordination, and facilitation of workshops, hearings, meetings, and design charrettes. We also design consensus-based decision-making processes.

**Training**
ICF has an extensive in-house training program that produces highly qualified instructors. Our staff can train new conservation plan operators on plan requirements, local biology, and resource management principles.

**Schedule**
ICF has been involved in a range of programmatic permitting programs with varied timeframes based on the size and complexity of the issues being addressed. Based on our experience and current understanding of the goals and objectives of the Authority, our estimated ballpark schedule is summarized in Table 2. The schedule assumes the contract is executed by April 1, 2020. ICF will coordinate with the Authority to develop a more detailed schedule as this scope of work progresses. This scope of work is dependent on a series of meetings and input with multiple entities (e.g. Regulatory and Wildlife Agencies) that ICF or the Authority do not fully control. ICF will communicate with the Authority on a consistent basis to address issues effecting schedule and plan accordingly.

Table 2. Proposed Schedule by Project Tasks

<table>
<thead>
<tr>
<th>Project Tasks</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review Existing Information</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>3. CEQA Initial Study</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Complete CEQA Process¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Complete NEPA Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Aquatics Programmatic Permitting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. ESA Programmatic Permitting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. (OPTIONAL) Implementation Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Assumes preparation of an EIR
5. ORGANIZATION AND KEY PERSONNEL

We have carefully assembled a team of technical experts that allows us to complete tasks under this contract with the highest level of technical competence, ensuring environmental compliance and legal defensibility. In addition to our in-house technical experts, we have selected a highly qualified subconsultant, Rock Biological Consulting, to add depth and expertise in local biological resources and regulatory support. An organizational chart outlining our proposed technical task leads and key staff is provided below, followed by brief biographies of our project management and task leaders. In addition to the core staff shown in the organization chart, the ICF southern California natural resources large team with experts in botany, wildlife (terrestrial and aquatic), water quality, CEQA/NEPA compliance, cultural and historic resources, GIS, regulatory permitting, habitat restoration, and landscape architecture.

Organizational Chart

The following are brief biographies of the project management team and task leads.

**Key Staff Biographies**

**Meris Guerrero** will serve as Project Manager and the primary point of contact with the Authority. Meris is a regulatory and mitigation specialist with more than 10 years of experience. Meris joined ICF in 2016 from the USACE Los Angeles District, where she served as a biologist/senior project manager. She has more than 7 years of experience implementing regulatory program legal authorities, including Section 404 Clean Water Act and Section 10 of the Rivers and Harbors Act. Meris brings extensive experience developing and managing programmatic permitting efforts including comprehensive mitigation approaches. Her knowledge and understanding of the regulatory review and approval process as well as experience developing similar programs will help streamline the development of the Authority’s proposed RGP. She is currently leading the development of new programmatic permits for the Upper Santa Ana River Watershed HCP and supporting the development of a new RGP for the City of Laguna Niguel.
Additionally, while at USACE she led the development of RGP 86, City of Vista Storm Water Conveyance System Maintenance, and the 2010 and 2015 update and renewal of RGP 53, County of San Diego Routine Channel Maintenance.

Patrick Atchison will serve as Project Director and endangered species permitting task lead. Pat has over 25 years of experience in environmental planning and has been involved in a number of resource management and habitat conservation studies. He brings a unique combination of experience with GIS and environmental planning studies and an understanding of how to maximize the analytical capabilities of GIS to create innovative solutions for environmental issues. He has served as project manager/GIS manager for a number of large conservation planning projects. He has worked closely with clients, wildlife agencies, and other stakeholders in all aspects of the preparation of HCPs including, but not limited to, establishing baseline environmental conditions, developing a covered species list, conducting species modeling, inventorying covered activities, estimating impacts, determining conservation targets and plan goals and objectives, defining a conservation strategy, conducting a conservation analysis, and defining preserve management and monitoring requirements. He was the lead author of the OCTA M2 NCCP/HCP and continues to support implementation of this conservation plan.

Scott Fleury will serve as a senior advisor, bringing his 28 years of experience as a conservation biologist and environmental consultant. As a senior conservation biologist and leader of ICF’s habitat conservation planning practice in Southern California, his skills and responsibilities include conservation planning project management; programmatic endangered species permitting; development of adaptive management and monitoring plans; wildlife and resource agency negotiation; and coordination of public and private interests at the local, state, and federal levels to achieve desired conservation goals. Scott worked on the Joint Water Agencies (JWA) NCCP/HCP project and bring background and knowledge of previous programmatic permitting efforts for endangered species compliance with Sweetwater Authority. This included the preparation of the Arroyo Toad Adaptive Management Plan that Scott prepared with USGS for the Loveland Reservoir.

Charlie Richmond will serve as a senior advisor for CEQA/NEPA compliance. He is a principal consultant with more than 16 years of experience preparing CEQA and NEPA documents in San Diego. Charlie leads a team of 10 environmental planners and has managed dozens of complex EIRs, several joint EIRs/EISs, numerous MNDs, and several environmental assessments with findings of no significant impact pursuant to NEPA. Several of his projects have received Outstanding Environmental Analysis awards or similar recognitions. He was the lead CEQA/NEPA planner for the OCTA M2 NCCP/HCP and is currently overseeing the environmental compliance team for the Santee MSCP Subarea Plan.

Shanti Santulli will serve as a senior advisor regulatory permitting and strategies. She serves as lead regulatory specialist for RBC, managing the aquatic resource permitting and preparation of associated documents such as jurisdictional delineation reports and permit applications for RBC. Prior to joining RBC in 2017, Shanti served as a regulatory project manager and team lead at the U.S. Army Corps of Engineers (USACE) prior to joining RBC. She holds an M.S. in environmental health science and has 15 years of experience in aquatic resource delineations, regulatory permitting, and field biology in southern California. Shanti has extensive knowledge of federal regulations including Section 404 and 401 of the Clean Water Act (CWA), NEPA, Section 7 of the ESA, Section 106 of the National Historic Preservation Act (NHPA), and Section 10 of the Rivers and Harbors Act (RHA).

Lanika Cervantes will serve as a co-regulatory permitting task lead with Meris. She was selected for this role based on her previous experience managing several programmatic permit efforts within Southern California, including leading the programmatic permitting for cities of Escondido and Laguna Niguel and development of the programmatic permits for OCTA M2 freeway projects. Lanika has ten years of experience and was a project manager with the USACE for four of those years. As a former regulator, she brings internal know-how and trusted relationships with resource agencies, including the USACE, CDFW, USFWS, and San Diego RWQCB. Her knowledge has been integral to our ability to expedite agency reviews, negotiate fair and reasonable permit conditions, and streamline permits and approvals.
Mary Bilse will serve as the CEQA/NEPA compliance task lead. Mary Bilse is a senior project manager and CEQA/NEPA specialist with more than 25 years of professional experience in land use and environmental planning in San Diego and throughout California. During the past two decades, she has successfully managed numerous planning and environmental documents related to a wide range of projects – from program and project level impact assessments for habitat conservation plans (HCP), park and trail projects, traditional and renewable energy projects, port projects, schools, infill developments, and land use plans. She has authored various environmental documents pursuant to CEQA and the NEPA, including EIRs, MNDs, initial studies (ISs), categorical and statutory exemptions, CEQA Findings, categorical exclusions (CEs), EAs, and findings of no significant impact (FONSIIs). Mary has recently managed the preparation of CEQA and NEPA documents for the Kern County Waste Management HCP, City of Santee MSCP Subarea Plan, and numerous projects with the County of San Diego Department of Parks and Recreation.

Will Kohn will serve as biological resources task lead. He is a senior wildlife biologist with 25 years of experience in wildlife biology and management, mitigation planning and monitoring, endangered species assessments, and conservation biology planning. Will has conducted wildlife surveys and been the lead biologist on numerous projects throughout the southern California. Will has conducted nesting bird surveys throughout San Diego County, including least Bell’s vireo surveys along the Santa Margarita River, Otay River, and Tijuana River and coastal California gnatcatcher surveys in Fallbrook, Lakeside, Otay, and the Tijuana River Valley. He has worked with federal and state resource agencies to identify project impacts and develop project-specific mitigation measures to minimize and avoid impacts to wildlife species.

Lindsay Teunis will serve as the habitat restoration lead. Lindsay is a restoration ecologist with more than 13 years of professional experience specializing in the design, management, and implementation of restoration projects throughout Southern California. Lindsay has a background in wetland ecology, with a focus in restoration design, implementation, and monitoring (e.g., streams, wetlands, eelgrass); functional habitat assessments (CRAM); wetland delineations; and regulatory compliance. Lindsay is currently managing or acting as the lead restoration ecologist on multiple large-scale restoration programs including the Otay River Restoration Program, Upper Santa Ana River (SAR) HCP, and the Coachella Valley In-Lieu Fee Program. These projects include cooperative agreements with public and private landowners.

Table 3 includes a summary of other key technical staff included on the Organization Chart that are anticipated to be involved on this project. Full resumes of all individuals included in the Organization Chart are provided in Appendix A.

Table 3. Summary of Qualifications of Key Technical Staff

<table>
<thead>
<tr>
<th>Name, Role</th>
<th>Location</th>
<th>Years of Experience</th>
<th>Summary of Qualifications</th>
</tr>
</thead>
</table>
| RJ Van Sant, Regulatory and Mitigation Specialist | San Diego Office | 14                  | • RJ is a former USACE regulator and key contributor to ICF’s Regulatory Permitting team.  
• He is part of the mitigation and restoration team leading the development of the Otay River Mitigation Bank project, a river and upland restoration project located in the Otay River valley. |
| Milan Mitrovich, Senior Conservation Planner | Irvine Office | 20                  | • Milan is leading development of the Orange County Comprehensive Advance Mitigation Program (OCCAMP) initiated in Q1 of 2020.  
• While at Natural Communities Coalition, he directed science and stewardship activities for the Orange County Coastal and Central NCCP/HCP. |
<table>
<thead>
<tr>
<th>Name, Role</th>
<th>Location</th>
<th>Years of Experience</th>
<th>Summary of Qualifications</th>
</tr>
</thead>
</table>
| Ryan Layden, Biologist         | San Diego Office| 7                   | • Ryan has experience in biological resource surveys and environmental compliance monitoring on projects throughout southern California.  
• He holds a USFWS 10(a)(1)(A) permit to conduct surveys for coastal California gnatcatcher and ESA-listed fairy shrimp                                                                                                                                             |
| Matthew Stewart, Biologist     | San Diego Office| 3                   | • Matthew is a junior level biologist ready to assist in field surveys and report preparation.  
• He worked as adjunct staff at the County of San Diego Parks and Recreation Department, gaining valuable experience and knowledge of environmental issues in San Diego County that can be leveraged for other projects.                                                                 |
| Jim Rocks (RBC), Biologist     | San Diego Office| 20                  | • Jim is lead biologist for RBC. He is responsible for overseeing all project fieldwork and ensuring technical accuracy.  
• He has provided biological consulting services for a variety of clients including utility companies, developers, and federal, state, and local regulatory agencies. Jim also serves as habitat manager for the San Diego Habitat Conservancy.                                                                 |
| Sarah Krejca (RBC), Biologist  | San Diego Office| 6                   | • Sarah has over six years of experience in southern California biological resources and management.  
• She has extensive writing experience in both the biological and legal fields, having written or served as a technical editor on a variety of documents, including legal briefs and memoranda, management plans, biotic resources reports, and monitoring reports.                                                                 |
| Linnea Spears-Lebrun, Restoration Ecologist | San Diego Office | 14                  | • Linnea is a restoration ecologist with experience in design, implementation, monitoring, data analysis (including statistical analyses), oversight of maintenance for mitigation projects, and yearly reporting.  
• She has experience in functional analysis, specifically CRAM and is a trained practitioner of all CRAM modules and a CRAM trainer.                                                                 |
<table>
<thead>
<tr>
<th>Name, Role</th>
<th>Location</th>
<th>Years of Experience</th>
<th>Summary of Qualifications</th>
</tr>
</thead>
</table>
| Kathie Washington, CEQA/NEPA Specialist        | San Diego Office  | 16                  | • Kathie is a senior project manager and CEQA specialist with experience in land use and environmental planning in San Diego and Southern California.  
• She has managed dozens of CEQA documents and NEPA or joint CEQA/NEPA documents. |
| Tristan Evert, CEQA/NEPA Specialist            | San Diego Office  | 6                   | • Tristan has managed, authored, and provided support for various environmental documents pursuant to CEQA and NEPA.  
• He recently managed a project with Otay Water District for the preparation of the Addendum to the Final Program EIR for the 2015 Water Facilities Master Plan Update and supporting cultural and biological resources technical reports. |
| Patrick McGinnis, Cultural Resources           | San Diego Office  | 20                  | • Patrick has been professionally involved in prehistoric and historic archaeology for over 20 years, serving on a variety prehistoric and historic excavations throughout the Southwest.  
• He is very familiar with the NEPA and Section 106 of the National Historic Preservation Act (NHPA) of 1966. |

6. COSTS
ICF has provided rate schedule as a separate, sealed envelope marked “Confidential – Billing Rates”. This rate schedule has a list of all individuals who are expected to work on the Proposed Project with name, labor category, and hourly billing rate.

7. EXCEPTIONS OF THE RFQ
ICF certifies that it takes no exceptions to this RFQ, including but not limited to the Authority’s Professional Services Agreement that was Attachment 2 of the RFQ.

8. SOQ AUTHORIZATION
This SOQ has been signed by Jodi Young, Contracts Manager, in the introductory letter as an individual authorized to bind ICF. This SOQ remains in effect for at least ninety (90) days.
This page intentionally left blank.
APPENDIX A – RESUMES

Resumes of the following key staff are provided on the following pages.

- Meris Guerrero, Project Manager & Regulatory Permitting Lead
- Patrick Atchison, Project Director & Endangered Species Permitting Lead
- Scott Fleury, Senior Advisor
- Charlie Richmond, Senior Advisor
- Shanti Santulli (RBC), Senior Advisor
- Lanika Cervantes, Regulatory Permitting Co-Lead
- RJ Van Sant, Regulatory Permitting
- Milan Mitrovich, Endangered Species Permitting
- Will Kohn, Biological Resources Lead
- Ryan Layden, Biological Resources
- Matthew Stewart, Biological Resources
- Jim Rocks (RBC), Biological Resources
- Sarah Krejca (RBC), Biological Resources
- Lindsay Teunis, Habitat Restoration Lead
- Linnea Spears-Lebrun, Habitat Restoration
- Mary Bilse, CEQA/NEPA Compliance Lead
- Kathie Washington, CEQA/NEPA Compliance
- Tristan Evert, CEQA/NEPA Compliance
- Patrick McGinnis, Cultural Resources
This page intentionally left blank.
MERIS GUERRERO

Project Manager & Regulatory Permitting

Meris Guerrero is a senior environmental regulatory specialist and Southern California Regulatory Team Lead. She has extensive experience with federal individual, general, and programmatic permitting efforts, including assessing and evaluating project effects on aquatic resources, federally threatened and endangered species, essential fish habitat, coastal resources, and historic properties. She has more than ten years of experience implementing or complying with regulatory program legal authorities, including section 404 of the Clean Water Act (CWA), section 10 of the Rivers and Harbors Act (RHA), and the National Environmental Policy Act (NEPA). Meris is experienced with conducting jurisdictional delineations (JD), completing both preliminary and approved jurisdictional determinations; writing and reviewing the full range of regulatory permit applications (e.g., 401 Water Quality Certification, ENG 4345, Pre-Construction Notification, and Coastal Development Permit), 404(b)(1) alternatives analyses, environmental assessments (EA), public interest reviews, and compensatory mitigation proposals; and has led and negotiated dozens of endangered species, essential fish habitat, and cultural resource consultations. Prior to joining ICF in 2016, Meris was a Senior Project Manager at the U.S. Army Corps of Engineers (Corps) Los Angeles District, Regulatory Division. Meris uses her thorough understanding of the regulatory review process to provide strategic guidance to clients and facilitate issuance of regulatory permits.

Project Experience

Upper Santa Ana River Watershed Programmatic Permitting and Mitigation Strategy – San Bernardino Valley Municipal Water District, California

Project Manager and Senior Regulatory Specialists. ICF is developing a programmatic permit strategy for a comprehensive set of aquatic resource permits from the Federal and State regulatory agencies in conjunction with the Upper Santa Ana River (Upper SAR) Habitat Conservation Plan. In addition, ICF is developing a combination of mitigation banks and advance perimttee responsible mitigation sites to facilitate compensatory mitigation for aquatic resources to offset impacts to HCP covered activities and the programmatic permitting strategy. Meris is the Project Manager for the Programmatic Permitting Project and is serving a Senior Regulatory Specialist, supporting the development of the
mitigation banks and advance permittee responsible approaches.

**Laguna Niguel Environmental Permitting and Technical Support for Wetlands Operations and Maintenance Services—City of Laguna Niguel, California**

**Senior Regulatory Specialist.** ICF is working with the City of Laguna Niguel to develop a systematic program to conduct flood control maintenance in 13 wetland sites located throughout the Aliso Creek watershed. The maintenance program includes the development of an O&M plan and programmatic permitting approach to streamline project maintenance approvals and establish consistent regulatory permit conditions. Meris prepared the O&M plan, which outlines the specific maintenance activities that are necessary to maintain flood control and biological functions for each of the 13 wetland sites and was prepared as a guide for the City of Laguna Niguel and their maintenance contractors to manage and maintain the wetland sites for both long-term ecological sustainability and public safety. She is assisting with the development of the USACE, RWQCB, and CDFW programmatic permits, providing senior regulatory support. The O&M plan and associated programmatic permitting will provide an effective maintenance framework balancing the need to conduct routine maintenance with the need for habitat protection in Laguna Niguel, while improving and streamlining the environmental permitting process.

**Otay River Restoration and Otay Village 8 West Projects — HomeFed, California**

**Senior Regulatory Specialist.** The Otay River Restoration Project serves as both permittee responsible mitigation for several large scale residential and industrial development projects as well as a compensatory mitigation bank. As a regulatory specialist, Meris is providing regulatory compliance support services for the permittee responsible mitigation phase of the project, including writing an addendum to the agency approved mitigation plan, as well as supporting the development of the mitigation banking compliance documents. Meris also led the update of the Otay Village 8 West, a mixed-use development, Environmental Assessment (EA) including revising the alternatives analysis and updating form and content to meet the USACE’s new EA template. Meris closely coordinated with the USACE to finalize the EA and received an Individual Permit from the USACE.

**Waters of the U.S. Revised Definition and California State Wetland Definition and Procedures for Discharges of Dredged or Fill Material to Waters of the State – County of San Diego, California**

**Senior Regulatory Specialist.** Due to Meris’ in depth understanding of federal and state CWA permitting and review processes, the County of San Diego contracted with ICF to provide regulatory assistance with the review of the 2018/2019 proposed changes to the federal CWA definition of waters of the U.S. and the state’s procedures for regulating the discharge of fill material into waters of the state. Meris reviewed the proposed changes to the regulations, identified key issues or concerns, compared the proposed regulations to current regulations, and identified and evaluated the impact (both positive and negative) of these changes on projects requiring permits from the Corps and RWQCB within southern California. Finally, Meris prepared graphical materials and memos that were used to brief County management.

**Regional General Permit (RGP) 53 — County of San Diego, California**

**Senior Project Manager.** While a Senior Project Manager at the USACE, Meris Meris led the 2010 and 2015 renewal and update of Regional General Permit (RGP) 53 in which authorizes the annual maintenance of approximately 1,050 County facilities, including culverts, bridges, and channels. This included extensive coordination with the State Water Resource Control Board and update of the associated USFWS programmatic Biological Opinion, and completion of the USACE permit decision document (i.e., EA). This permit allows the County to implement regionally important maintenance projects with reduced and streamlined regulatory oversight.
PATRICK ATCHISON

Project Director & Endangered Species Permitting Lead

Pat Atchison has more than 30 years of experience in environmental planning and has been involved in a number of resource management and habitat conservation studies. He brings a unique combination of experience with GIS and environmental planning studies and an understanding of how to maximize the analytical capabilities of GIS to create innovative solutions for environmental issues. Pat is an experienced user of ESRI GIS software, with extensive experience in the design and development of GIS databases and the integration of GIS with other modeling programs. He has served as project manager/GIS manager for a number of large conservation planning projects including the San Diego Multi-Species Conservation Plan (MSCP), Santee MSCP Subarea Plan, North County San Diego MSCP, East County MSCP, Joint Water Agencies Natural Community Conservation Plan (NCCP), Southern California Gas Company Coast Region Conservation Program, and Orange County Transportation Authority (OCTA) M2 NCCP/HCP.

Project Experience

M2 NCCP/HCP, EIR/EIS, and Programmatic Aquatic Resources Regulatory Permitting for M2 Freeway Projects—OCTA, Orange, California

Project Manager, HCP Planner and GIS Task Manager. Pat was the lead author for the development of the M2 NCCP/HCP addressing impacts for M2 freeway improvement projects. He worked closely with the OCTA, wildlife agencies, Caltrans, and other stakeholders in all aspects of the preparation of the NCCP/HCP, including establishing baseline environmental conditions, developing a covered species list, conducting species modeling, inventorying covered activities, estimating impacts, determining conservation targets and plan goals and objectives, defining a conservation strategy, conducting a conservation analysis, and defining preserve management and monitoring requirements. The M2 NCCP/HCP was finalized in November 2016 and permits issued by the Wildlife Agencies in November 2017.

As-Needed Environmental Planning Support for Implementation of NCCP/HCP and Related Tasks—OCTA, Orange, California

Project Manager. Pat is the primary point of contact for this contract to provide as-needed environmental planning support to OCTA for the implementation of the OCTA M2 NCCP/HCP and programmatic aquatic resources permitting. Tasks completed under this contract have included preparation of resource management plans (RMPs) for seven OCTA preserves, support for public outreach meetings, and ongoing regulatory support. Pat was the primary author for RMPs and he worked closely with OCTA, Wildlife Agencies, and other preserve management entities to define management strategies and monitoring requirements.
**Santee MSCP Subarea Plan—City of Santee, California**

**Conservation Planner.** Pat is currently leading the development of the Santee MSCP Subarea Plan. He is overseeing the development of a GIS database of biological resources (vegetation, species occurrences, species distribution models), protected lands, and Covered Activities projects. Patrick is working closely with the City, stakeholders, and wildlife agencies to prepare the baseline biological inventory, conservation strategy, conservation analysis, and plan implementation structure. His role includes the development of a framework preserve management plan and evaluation of plan funding requirements.

**Kern County Waste Facilities HCP Amendment and Environmental Assessment (EA)—Kern County Public Works Department (KCPWD), California**

**Project Manager and Conservation Planner.** Patrick is managing the preparation of a major amendment to the KCPWD existing 1997 Waste Facilities HCP. The amendment addresses the inclusion of additional covered species and new covered activities. He has developed and implemented a conservation analysis tool that has been used to match forecasted impacts with appropriate conservation actions. Pat coordinated with KCPWD and wildlife agency staff to develop a conservation strategy that outlines a phased approach for conservation to provide both flexibility for KCPWD and certainty for wildlife agencies that conservation will stay in front of impacts.

**Biological and Cultural Resources Baseline Surveys and Monitoring Projects—County of San Diego Department of Parks and Recreation, Various Locations in San Diego County, California**

**Program Manager and GIS Task Lead.** While employed with TAIC, Pat served as program manager and GIS task lead on 11 projects/task orders with the County Department of Parks and Recreation (DPR) to conduct biological and cultural resources baseline surveys, biological monitoring, habitat restoration, trails constraints analysis, and resource management studies. Projects were completed within the following open space preserves and parks—Barnett, Daley, Del Dios Highlands, Furby North Property, Hellhole Canyon, Lakeside Linkage, Ramona Grasslands, Santa Ysabel, and Tijuana River Valley Park. Pat’s responsibilities included contract administration and oversight with DPR, coordination and contracting with subcontractors, QA/QC of document deliverables, review and determination of monitoring procedures and techniques within project budgets, GIS database design, and GIS deliverables in SanBios format.

**Joint Water Agencies NCCP/HCP—Sweetwater Authority, Helix Water District, Padre Dam Municipal Water District, Otay Water District, San Diego County, California**

**Project Manager and GIS Task Manager.** While employed with TAIC, Pat was the project manager and GIS task manager for the preparation of the Wildlife Review Draft of the Joint Water Agencies NCCP/HCP. This NCCP/HCP consisted of a subregional plan and four subarea plans covering lands managed by four independent water agencies that support numerous rare and endangered species. Comprehensive analysis was completed to delineate and analyze various preserve designs, quantify species conservation levels, and examine impacts by covered projects. In addition to identifying and mitigating project-specific impacts from covered projects, the plans also provided biological compatibility guidelines for the construction, operation, and maintenance of all existing and foreseeable water agency actions over the 75 year life of the plan. This plan was submitted to the Wildlife Agencies for review but was abandoned due to lack of response by the Wildlife Agencies.
SCOTT FLEURY, PhD

Senior Advisor & Endangered Species Permitting

Scott Fleury has over 29 years of experience as a research biologist and environmental consultant. As a senior conservation biologist and leader of ICF’s habitat conservation planning practice in Southern California, his skills and responsibilities include conservation planning project management; development of adaptive management and monitoring plans; collection and analysis of large-scale biological and geographic data; survey and identification of high-priority conservation areas; species habitat suitability modeling; wildlife movement and connectivity modeling; field studies on target species; reserve design; wildlife and resource agency negotiation; and coordination of public and private interests at the local, state, and federal level to achieve desired conservation goals. Scott’s expertise and experience also includes species and habitat conservation planning, conservation analysis, habitat and population modeling, wildlife capture and marking, population monitoring, habitat management, habitat restoration, and impact assessment. He has extensive experience conducting plant and animal surveys. Scott has excellent verbal communication and technical writing skills and is an expert with computer modeling (e.g., species modeling, population viability, reserve design), statistical analysis, GIS, and GPS.

Project Experience

Upper Santa Ana River HCP and Programmatic Aquatic Resource Permitting — San Bernardino Valley Municipal Water District, San Bernardino, California

Program Manager. Scott serves as Program Manager for this HCP, a conservation plan that will provide incidental take coverage for the projects and operations and maintenance of 13 water resource agencies. The HCP is part of a broader program ICF has been leading that will result in a fully integrated conservation, mitigation, and permitting program that includes the preparation of the Upper Santa Ana River Habitat Conservation Plan (Upper SAR HCP), several major stream and riparian restoration projects, the development of mitigation banks and species conservation banks, and the development of a programmatic permitting strategy for a comprehensive set of aquatic resource permits from state and Federal agencies. In addition, ICF is preparing all of the environmental documents (CEQA and NEPA) and implementing a comprehensive public communications and outreach plan. The Upper SAR HCP is a collaborative effort among the water resource agencies of the Santa Ana River Watershed, in partnership with USFWS, CDFW, and several other government agencies and stakeholder organizations. The purpose of the Upper SAR HCP is to enable the water resource agencies to continue to provide and maintain a secure source of water for the residents and businesses in the watershed, and to conserve and maintain natural rivers and streams that provide habitat for a diversity of unique and rare species in the watershed. The protection of these habitats and the river systems they depend on also provides recreational opportunities for activities such as hiking, fishing, and wildlife viewing.
Joint Water Agencies NCCP—Sweetwater Authority, Helix Water District and Padre Dame Municipal Water District, San Diego County, California

Project Manager. Served as project manager for the preparation of a comprehensive conservation plan covering lands managed by Sweetwater Authority and four other independent water agencies and supporting numerous rare and endangered species. The subregional HCP/NCCP would serve as an umbrella document covering four separate, agency-specific subarea plans.

Regional Advanced Mitigation Program Support—LA Metro, Los Angeles County, California

Project Manager. Scott served as project manager and senior conservation biologist on the development of a Needs and Feasibility Assessment for LA Metro to assess the potential utility of a regional advance mitigation approach for LA Metro. ICF conducted an assessment of the environmental impact of a project on natural resources and the required mitigation. The assessment used a variety of factors, identified as screening criteria, including, but not limited to, the total number and frequency of projects with impacts, funding and scheduling considerations, and the potential for multiagency partnerships. The assessment resulted in the recommendation to the LA Metro Sustainability Council to develop an advance mitigation strategy such as a Regional Conservation Investment Strategy (RCIS) in partnership with other major land use, transportation, and environmental stakeholders in the County.

Antelope Valley Regional Conservation Investment Strategy (RCIS)—Desert and Mountains Conservancy, Los Angeles County, California

Project Manager. Scott serves as project manager and senior conservation biologist for the development and preparation of an RCIS for the Antelope Valley in northeastern Los Angeles County. The RCIS is one of four pilot projects ICF is preparing for submittal to the CDFW as part of a new statewide conservation program passed into law in January 2017. The RCIS will identify priority conservation areas and conservation actions to further the regionally important conservation goals and objectives for this area. Mitigation Credit Agreements will be able to be prepared under the RCIS to establish advance mitigation opportunities for public and private entities to mitigation infrastructure and other potential development that may occur in the region.

M2 NCCP/HCP, Programmatic Aquatic Resources Permitting, and EIR/EIS—OCTA, Orange County, California

Project Director and Senior Conservation Biologist. Scott oversaw and provided senior technical advisory support the development of the NCCP/HCP, programmatic aquatic resources permitting, and EIR/EIS for OCTA. This NCCP/HCP provides the mechanism through which the estimated $243 million in tax revenue generated by Measure M will be directed towards comprehensive mitigation for 13 major freeway projects. The conservation and restoration achieved by this plan will secure critical wildlife corridors and core habitat areas within the remaining 30 percent of natural habitat in Orange County that are not already protected on managed public lands or included in an HCP or NCCP.

Open Space Management Plan—City of Carlsbad, California

Project Manager. Scott served as project manager and senior conservation biologist for the development and preparation of an open space management plan (OSMP) for the City of Carlsbad. The OSMP is a comprehensive preserve management document that identifies management issues at individual preserves and citywide, develops effective management strategies to address these issues and creates a structure and mechanism for coordination of open space management across the City.
CHARLIE RICHMOND
Senior Advisor

Charlie is a principal with over 15 years of CEQA and NEPA experience. He leads the San Diego Environmental Planning Team and his responsibilities include managing team performance, developing and maintaining client relationships, and overseeing complex CEQA/NEPA documents. He is focused on providing clients with the highest level of service and is dedicated to being flexible and responsive, facilitating open communication, and strictly adhering to project budget and schedule.

Charlie has a broad perspective on environmental planning and project management that he has developed from working in both the public and private sectors. He has successfully managed numerous CEQA/NEPA documents, and his project portfolio includes program- and project-level impact assessments for goods movement, infrastructure, infill development, greenfield and brownfield development, and land use plans, such as general plans, mobility plans, master plans, coastal development plans, specific plans, and habitat conservation plans.

Project Experience

Project Manager, Port Master Plan Update EIR—San Diego Unified Port District, San Diego, CA

The PMPU is a comprehensive update that has the goal of helping to simplify the land use, transportation, and entitlement process at the Port District by reducing the number of land use designations, planning for changes in travel modes and the move to VMT, building in some degree of flexibility while still retaining Coastal Act compliance, and ultimately providing a plan that embraces creativity and good planning for the next 30 years. ICF is preparing the complex EIR for this high-profile master plan. The EIR is analyzing a wide range of impact areas anticipated from the high degree of growth estimated in the plan, including air quality and health risk, GHG emissions, and sea level rise.

EIR Project Manager, M2 NCCP/HCP, EIR/EIS, and Regulatory Permitting for 13 Freeway Projects—OCTA, Orange County, California

As part of the Measure M program, a portion of tax revenue will be allocated to mitigate the environmental impacts of 13 freeway improvement projects under the OCTA M2 NCCP/HCP. This project involved the development of a conservation plan, programmatic permitting, and environmental documentation. The NCCP/HCP will provide for the conservation and habitat restoration for up to 13 covered species. The project also includes the development of aquatic resource permitting strategies and the CEQA/NEPA analysis of the effects of the NCCP/HCP.

Years of Experience

- Professional start date: 09/2001
- ICF start date: 01/2008

Education

- MA, Urban Planning, University of California, Los Angeles, 2003
- BA, Law and Society, University of California Irvine, 2001

Professional Memberships

- American Planning Association
- Association of Environmental Professionals

Certifications

- AICP, No. 024157
- LEED AP ND, No. 10192064
- Approved EIR Preparer for Privately Initiated Projects, County of San Diego

Professional Accolades

- San Diego AEP 2017 Outstanding Environmental Analysis Award—EIR San Diego Bay and Imperial Beach Fireworks Display (Project Director)
- San Diego AEP 2016 Outstanding Environmental Analysis Award—EIR Dole Fresh Fruit Terminal Improvement Project (Project Manager)
- State AEP 2010 Outstanding Environmental Analysis Document—EIR for the Wilmington Waterfront Project (Project Manager)
Project Manager and Lead Author, Tenth Avenue Marine Terminal Redevelopment Plan Program EIR—Port of San Diego, San Diego, California

Served as project manager and lead author. ICF prepared an EIR for the long-term redevelopment of the 96-acre Tenth Avenue Marine Terminal, an omni-terminal with dry bulk, break bulk, liquid bulk, and refrigerated container cargo. The plan sets guidelines and a vision to expand the terminal to ensure operations improve in an economically desirable and controlled manner. The program-project EIR environmentally cleared the first phase of the project, which would entail demolition of Transit Sheds and add several supporting facilities. The EIR also looked at the different mode splits (rail, truck, vessel) and analyzed the transportation-related impacts of this goods movement project. This EIR was certified in December 2016.

Project Manager and Lead Author, National City Marine Terminal Tank Farm Redevelopment EIR—Port of San Diego, San Diego, California

ICF prepared an EIR and associated technical studies (air, GHG, noise, traffic) to provide environmental clearance for the increase of 10 usable acres to be incorporated into National City Marine Terminal, re-entitle up to 52 acres of existing tidelands, and enter into a new real estate agreement for 6.14 acres with Pasha Automotive Services. In addition, a Port Master Plan (PMP) Amendment was required to add a proposed marine related industrial overlay to two parcels and incorporate two parcels into the PMP as commercial recreation. The increase in space will help process up to 210,000 more cars per year and would result in longer vessel hoteling times and additional truck and rail trips. This EIR was certified in September 2016.

Project Manager and Lead Author, San Diego Convention Center Expansion and Hilton Hotel Expansion—Port of San Diego, San Diego, California

The Port of San Diego was the lead agency for the widely publicized proposed expansion of the San Diego Convention Center and Hilton San Diego Bayfront Hotel. The project would add over 1,000,000 square feet to the existing Convention Center and 500 rooms to the existing Hilton Hotel and would provide much needed space for the many large conventions held in San Diego, including Comic-Con and its 130,000 annual attendees. The 22-acre site is situated on Port land and is located within downtown San Diego. Charlie led the EIR to successful completion and Board certification in September 2012 and Coastal Commission approval in 2013.

Project Director, Newhall Ranch Greenhouse Gas Analysis Approach Development for District EIRs—Port of San Diego, San Diego, California

In January 2016, ICF was tasked with developing an approach to GHG analysis for District terminal projects in the post-Newhall Ranch California Supreme Court Decision era. This included considering all known thresholds, considering the development of new thresholds, helping to justify use of the District’s Climate Action Plan GHG reduction targets as meeting the test of the criteria laid out in the court case, and developing feasible mitigation strategies for marine terminals considering significant GHG impacts.
Shanti Santulli, M.S., PWS
Senior Advisor & Regulatory Permitting

Shanti Santulli holds a Master of Science degree in environmental sciences with an emphasis in environmental biology. She has 15 years of experience in southern California biological regulations, including eight years with the U.S. Army Corps of Engineers (Corps) as a regulatory project manager then lead biologist. Ms. Santulli specializes in regulatory permitting, jurisdictional delineations, and the preparation of associated reports and permitting application packages. She has extensive knowledge of federal regulations including Section 404 of the Clean Water Act (CWA), National Environmental Policy Act (NEPA), Endangered Species Act (ESA), National Historic Preservation Act (NHPA), and Rivers and Harbors Act (RHA). Ms. Santulli has also reviewed and prepared documents in compliance with Section 401 of the CWA, Porter-Cologne Water Quality Control Act, and California Fish and Game Code Section 1602. She has frequently coordinated on regulatory permitting and compliance matters with federal and state agencies including the Environmental Protection Agency (EPA), U.S. Fish and Wildlife Service (USFWS), National Marine Fisheries Service (NMFS), State Historic Preservation Office (SHPO), State Water Resources Control Board (SWRCB), Regional Water Quality Control Board (RWQCB), California Department of Fish and Wildlife (CDFW), Bureau of Land Management (BLM), and the California Coastal Commission (CCC).

Education
M.S., Environmental Health Sciences/Environmental Biology, University of California – Los Angeles, California

Select Professional Experience

Rancho Jamul Mitigation Bank Phase IIIB, Wildlands. Project manager for providing regulatory support on a proposed mitigation bank in south San Diego County near the community of Jamul. Assist with Corps, RWQCB, and CDFW coordination, meetings, conference calls, and preparation and/or review of applications and associated documents regarding the ongoing BEI process and associated permitting under a CWA Section 404 nationwide permit (NWP) 27 from the Corps, 401 Water Quality Certification (WQC) from the San Diego RWQCB, and Streambed Alteration Agreement (SAA) from CDFW.

Menifee Valley (Minor Ranch) Project, Kimley-Horn. Project manager for the jurisdictional delineation and associated permitting and agency coordination for a mixed-use development project on approximately 600 acres in Riverside County. Led jurisdictional delineation effort, including a DBESP analysis per the Western Riverside County Multiple Species Habitat Conservation Plan (MSHCP). Completed an Approved Jurisdictional Determination (AJD) confirming no Corps jurisdiction within the project impact area, followed by a “No Permit Required” letter based on provided jurisdictional delineation and applicable AJD forms, through effective agency coordination, detailed research on downstream hydrology and connectivity, and careful application of federal regulations.

Integrated Resource Management Plan, Pala Band of Mission Indians (PBMI). Project manager for development of a total Integrated Resources Management Plan; for future resource planning with a time horizon of 20 years, including management and use of cultural and natural resources on the reservation. Worked closely with Pala Environmental Department to ensure utilization of existing plans and documents, in addition to focusing on cultural and legal requirements of the tribe and federal government.

Maple Canyon Restoration Project, San Diego Canyonlands. Project manager for a complex and grant-funded restoration and erosion-control project in Maple Canyon in the City of San Diego. Led the pre-application coordination, an onsite meeting with Corps, RWQCB, and CDFW, a presentation to the Corps regarding the project’s non-standard approach to stream restoration, and several follow-up meetings and phone calls. Assisted client with preparation of required complete applications (Corps NWP 27, San Diego
RWQCB 401 WQC, and CDFW SAA) and associated documents. Received project authorization from the Corps and CDFW (the latter via operation of law) within six months of the submittal of the complete applications.

**Legacy International Center, Clark Construction.** Co-project manager for a mixed-use development project in Mission Valley within the City of San Diego. Led the jurisdictional delineation effort, pre-application meeting with the Corps, San Diego RWQCB, and CDFW, and jurisdictional AJD confirming no Corps jurisdiction within the project impact area followed by a “No Permit Required” letter based on provided jurisdictional delineation. Acquired RWQCB authorization under General Order No. 2004-0004-DWQ.

**West Campus Lower Plateau Project, Kimley-Horn.** Project manager for regulatory permitting for a large industrial development as part of the March Air Force Base redevelopment project in Riverside County. Worked as team lead for application preparation, including impact avoidance coordination (to qualify under the Corps’ streamlined NWP program), preparation of CWA Section 404 NWP 39 application (with a 300-foot linear foot waiver) for the Corps, Section 401 WQC application for the Santa Ana RWQCB, and SAA for CDFW, and all supporting materials. Provided extensive outreach with regulatory agencies and coordination for complicated ESA and NHPA/tribal consultations.

**Auburn Creek Channel Maintenance Project, City of San Diego.** Led the preparation of permit packages for a CWA Section 404 NWP 31 and 33 application for the Corps, Section 401 WQC application for the San Diego RWQCB, and SAA for CDFW, and supporting materials for a channel maintenance project for the City of San Diego Transportation and Storm Water Department.

**Sewer and Storm Drain Group Job 828, City of San Diego.** Lead wetland regulatory specialist for large sewer rehabilitation project within the City of San Diego. Performed extensive field jurisdictional delineation and prepared jurisdictional delineation report in conformance with U.S. Army Corps of Engineers and City of San Diego requirements.

**Project Manager/Senior Project Manager and Lead Biologist.** U.S. Army Corps of Engineers, Regulatory Division, Los Angeles District (SPL), Carlsbad Field Office (October 2009-June 2017). Primary duties included the following:

- Evaluated environmental impacts and compensatory mitigation proposals of proposed projects and project alternatives for permitting under Section 404 of the CWA and Section 10 of the RHA.
- Provided geographic approved and preliminary jurisdictional determinations, which included reviewing and/or conducting on-site delineations of waters of the U.S.
- Developed banking enabling instrument (BEI) components pursuant to the Corps/EPA 2008 Final Compensatory Mitigation Rule for several proposed mitigation banks in southern California.
- Served as Tribal Liaison for the South Coast Branch of SPL focusing on improving relationships, coordination, and consultations with Tribes and enhancing Section 106 of the NHPA consultations.
- Managed and assisted on complex, controversial, and environmentally sensitive project proposals working closely with Corps Office of Counsel and senior management.

**Select Professional Development and Certifications**

- Professional Wetland Scientist (PWS) Certification, PWS Number 3009, Society of Wetland Scientists Professional Certification Program, Inc., 2018
- Regulatory IV, Wetland Delineations, Corps Prospect Course, 2016
- Wetland Delineation Refresher, focus on problematic situations, San Francisco District, 2014
- California Rapid Assessment Method Riverine (CRAM) Refresher Training, Southern California Coastal Water Research Project (SCCWRP), Lindsey Teunis, Mike Klinefelter, and Eric Stein, 2014
- Workshop on Ordinary High Water Mark (OHWM) Delineation in Rivers and Streams, ERDC, SPL, 2014
- Riverine CRAM, SCCWRP, Lindsey Teunis, Mike Klinefelter, and Eric Stein, 2011
LANIKA CERVANTES

Regulatory Permitting

Lanika Cervantes has ten years of professional experience, including four as a project manager with the U.S. Army Corps of Engineers (USACE) Regulatory Division. Her expertise includes Sections 404 and 401 of the Clean Water Act (CWA), Section 10 of the Rivers and Harbors Act, the Porter-Cologne Water Quality Act, and California Fish and Game Code Section 1602. She also has experience assessing and evaluating project effects on aquatic resources, federally threatened and endangered species, essential fish habitat, coastal zones, and historical properties to ensure project compliance with the Endangered Species Act (ESA), the Magnuson-Stevens Fishery Conservation and Management Act, the Coastal Zone Management Act (CZMA), and the National Historic Preservation Act (NHPA). Lanika has experience in evaluating environmental impacts and preparing environmental assessments (EAs) and statements of findings in accordance with the National Environmental Policy Act (NEPA). She has drafted and reviewed compensatory mitigation proposals, long-term management plans, and habitat mitigation and monitoring reports.

In addition, Lanika specializes in reviewing and conducting geographic jurisdictional delineations of wetlands and other waters of the U.S. and/or State and conducting CRAM assessment of stream functions and values.

Project Experience

Regional General Permit (RGP) RGP 94, Escondido Channel Maintenance Program — City of Escondido San Diego County, California

Project Manager. Lanika currently manages the City’s RGP 94 program which involves ensuring compliance with the existing permits as well as aiding the City in renewing their RGP permits. The renewal efforts included overseeing baseline surveys: vegetation mapping, habitat assessments, jurisdictional delineations, and cultural pedestrian surveys for the new sites as well as aiding in the identification of mitigation. Lanika has lead pre-application meetings with the agencies and lead preparation of the renewal permit packages submitted in September 2019. She is currently working closely with the City and agencies to facilitate their review and renewal of RGP 94. In addition, while a regulatory specialist with AECOM, Lanika supported the preparation of the permit applications for the existing RGP 94 permits and supported coordination efforts from 2012 through 2013 with the agencies until leaving to ICF. 2012-2013; 2018 – Present.

Laguna Niguel Wetlands Operations and Maintenance Project — City of Laguna Niguel, Orange County

Regulatory specialist and project manager. She led efforts to map all structures within the City of Laguna Niguel’s 13 wetland sites that would require routine maintenance. She has coordinated and led two pre-application meetings with the agencies, to allowing the agencies to gain familiarity of the
project and provide needed feedback on the project early on. She led the preparation and submittal of the Section 404 RGP, Programmatic 401, and 1602 permit applications and supported efforts in identifying compensatory mitigation and preparation of a Habitat Mitigation and Monitoring Plan (HMMP). Lanika oversaw and completed final reviews of the Mitigated Negative Declaration required for CEQA compliance. She has successfully obtained the 401 Certification from the RWQCB and the Streambed Alteration Agreement from CDFW and is working closely with the USACE to obtain the Section 404 RGP. 2016-Present.

**Orange County Transportation Authority (OCTA) Renewed Measure M (M2) Freeway Program—OCTA, Orange County, California**

**Regulatory specialist.** Lanika prepared the Environmental Assessment, an internal National Environmental Policy Act document required by the USACE to issue their programmatic permit. Lanika has provided continuous regulatory support to OCTA and coordination between OCTA and the USACE and State Water Resources Control Board (SWRCB) with developing mitigation ratio checklists, revising the HMMPs, and leading monthly agency coordination calls. 2015-2017.

**On-Call Wetland Delineation and Regulatory Support—Otay Water District (OWD), San Diego County, California**

**Wetland/regulatory specialist and project manager.** Lanika manages all biological resource and regulatory tasks under this contract which include a range of nesting bird surveys, regulatory permitting, and monitoring needs for on-going District operations and capital improvement projects. One of the larger projects completed include the 870-2 Pump Station, Lanika led the preparation and submittal of aquatic permits, led Section 7 consultation efforts with the U.S. Fish and Wildlife (USFWS), and led efforts for the identification of compensatory mitigation and development of a Habitat Mitigation and Monitoring Plan. She successfully obtained all final aquatic permits for construction in Fall of 2017. 2015-Present.

**San Diego Gas and Electric (SDG&E), On Call Wetland Delineation and Jurisdictional Waters Assessment, San Diego County, California**

**Wetland/regulatory specialist.** Lanika manages all jurisdictional delineations and regulatory permitting tasks under this contract. Lanika performs wetland delineations and constraints mapping for a range of projects, from access road crossings to 10-mile-long tie-line projects. Lanika also leads regulatory permitting preparations and submittals as well as manages construction monitoring. 2014–Present.

**Otay Ranch University Villages —Homefed Corporation, City of Chula Vista, San Diego County**

**Wetland/regulatory specialist.** Lanika lead jurisdictional delineations and regulatory services required for the newly acquired Villages, which include a portion of Villages 2 and 4 and Villages 8E, 9, and 10 that were inherited by ICF from previous consulting firms. In addition, she is leading regulatory services and support to obtain permits for the Village 3 Development that was also inherited by ICF from a previous firm. Within a year of inheriting this project, we have gotten the project through the permitting process and received all permits, have designed a mitigation project that would restore approximately 100 acres of waters of the U.S., and have coordinated with all resource agencies as well as onsite easement holders to gain approval to implement the first phase of the mitigation bank as permittee-responsible for Village 3 and 8W and develop a mitigation bank for the remaining phases. 2014-Present.
RICHARD J. (R.J.) VAN SANT III

Regulatory Permitting

RJ Van Sant is an experienced regulatory and mitigation specialist with over 14 years of experience. He has extensive experience processing permits under Section 404 of the Clean Water Act (CWA) and Section 10 of the Rivers and Harbors Act, including writing environmental assessments (EAs), alternative analyses (National Environmental Policy Act [NEPA] and 404[b][1]), and biological assessments (BAs), and assessing direct, indirect, and cumulative impacts to waters of the U.S., endangered and threatened species, cultural and tribal resources, and public interest factors. In addition, RJ has extensive experience reviewing and editing mitigation proposals and plans and conducting wetland delineations and jurisdictional determinations in various aquatic resources (riverine, riparian, depressional wetlands, vernal pools, estuarine, etc.). RJ has conducted more than thirty Section 7 consultations with the U.S. Fish and Wildlife Service (USFWS) and National Marine Fisheries Service (NMFS) on endangered and threatened species, as well as coordinated and consulted with Native American Tribes and the State Historic Preservation Office (SHPO) on tribal and cultural resources through Section 106 of the National Historic Preservation Act (NHPA). RJ also has experience developing programmatic permits and organizing and coordinating stakeholder meetings with local, state, and federal government agencies, non-profit entities, and corporations.

Project Experience

City of San Marcos Regional General Permit (RGP) for Maintenance of Stormwater Management Facilities – City of San Marcos. San Marcos. California 06/2013 – 02/2015

Senior Project Manager. While employed by USACE, RJ served as the senior project manager for the City of San Marcos’ storm channel maintenance RGP, a programmatic permit for maintenance of all storm channel facilities within the City of San Marcos. Over the course of nearly two years RJ worked closely with the City to identify channel maintenance needs and locations and prioritize maintenance activities. During permit processing RJ was responsible for preparing and publishing the Public Notice, addressing public comments, working with the City to avoid and minimize impacts and preparing the Environment Assessment. In strategizing with the City, RJ was able to help the City avoid and minimize impacts and prioritize maintenance activities so much that the City was able to avoid the need for a USACE permit all together.

Years of Experience

- Professional start date: 08/2005
- ICF start date: 11/2017

Education

- MS (magna cum laude), Environmental Studies, California State University at Fullerton, 2011
- BS, Aquatic Biology, University of California at Santa Barbara, 2005

Certifications

- Professional Wetland Scientist (PWS) No. 3061
- CRAM Trained Practitioner, Depressional Wetlands, 09/2014
- CRAM Trained Practitioner, Riverine, 05/2011

Professional Development

- Presenter, Society for Ecological Restoration-California 2019 Conference
- Mitigation Banking and In-lieu Fee Interagency Review Team, 07/2017 and 06/2017
- Wetland Delineation and Identification, 05/2016
- Hydrologic Analysis for Ecosystem Restoration, 04/2015
- Ordinary High Water Mark (OHWM) Identification in Arid West, 09/2011 and 05/2014
Otay River Mitigation Bank – Homefed. Otay, California. 11/2017- current

Regulatory and Mitigation Specialist. RJ is part of the mitigation and restoration team leading the development of the Otay River Mitigation Bank project, a river and upland restoration project located in the Otay River valley below Savage Dam. RJ has worked closely with the USACE to obtain a permit modification for the project, was a lead delineator in conducting the jurisdictional delineation and is leading the development of the mitigation bank prospectus. In addition, RJ has served a SWPPP inspector for the project to ensure the project is in compliance with the NPDES permit.

Thousand Palms Flood Control Project—Coachella Valley Water District (CVWD), Coachella Valley, California, 04/2014 – 09/2015

Senior Project Manager. While employed by the U.S. Army Corps of Engineers (USACE), RJ served a senior project manager and the federal lead agency on an Environmental Impact Statement (EIS) for a proposed 7-mile-long levee/flood control channel in Coachella Valley. He was responsible for the review and field verification of a complex and extensive jurisdictional delineation of more than 21 miles and 31 acres of ephemeral streams and wetlands, as well as preparing a Notice of Intent for the Federal Register, coordinating a public meeting, and providing extensive comments the project applicant on the project description, 404(b)(1) and NEPA alternatives, and the NEPA purpose and need.


Senior Project Manager. While employed by USACE, RJ served as a senior project manager for the expansion of the Sycamore Canyon Landfill Expansion project. The project involved a vertical increase of the landfill by 167 feet and an increase in area of 29 acres and extensive impacts to waters of the U.S. and impacts to two endangered species. In processing the permit, he worked with the permittee to reduce impacts to waters of the U.S. by 33% and worked with the USFWS, through a Section 7 consultation, and the permittee to implement an endangered plant monitoring program. As part of the permit process, RJ completed a NEPA EA and CWA Section 404(b)(1) alternatives analysis.
MILAN MITROVICH, PhD

Endangered Species Permitting

Milan Mitrovich’s professional background is in conservation science, with an emphasis in landscape ecology and natural resource management. Over the last 20 years Milan has served in research and advisory roles for several public and private sector organizations addressing conservation and natural resource management issues across southern California. Milan is well experienced in strategy development and relationship building. He has exemplary quantitative reasoning, critical thinking, and analytical writing skills and is well experienced in leading multi-agency, multi-disciplinary teams of environmental professionals.

Project Experience

Upper Santa Ana River Habitat Conservation Plan—San Bernardino Valley Municipal Water District, San Bernardino, California

Senior Conservation Biologist. Milan serves as a senior conservation biologist for the development and preparation of the adaptive management and monitoring program component of the Upper Santa Ana River Habitat Conservation Plan (HCP). The HCP is part of a broader program ICF has been leading that will result in a fully integrated conservation, mitigation, and permitting program that includes the preparation of the Upper Santa Ana River HCP, several major stream and riparian restoration projects, the development of mitigation banks and species conservation banks, and the development of a programmatic permitting strategy for a comprehensive set of aquatic resource permits from state and Federal agencies.

East Bay Regional Conservation Investment Strategy (RCIS)—Coastal Conservancy, Alameda and Contra Costa Counties, California

Senior Conservation Biologist. Milan serves as a senior conservation biologist for development and preparation of an RCIS for East Bay in Alameda County. The RCIS is one of four pilot projects ICF is preparing for submittal to the CDFW as part of a new state-wide conservation program passed into law in January 2017. The RCIS will identify priority conservation areas and conservation actions to further the regionally important conservation goals and objectives for the Coastal Conservancy and other stakeholder groups in Alameda and Contra Costa Counties. Mitigation Credit Agreements will be able to be prepared under the RCIS to establish advance mitigation opportunities for public and private entities to mitigate infrastructure and other potential development that may occur in the region.
Multiple Species Habitat Conservation Plan—Natural Communities Coalition, Orange County, California

Science Director. While at Natural Communities Coalition, Milan directed science and stewardship activities consistent with 75-year, state and federal multi-species habitat conservation plan covering 208,000-acre planning area in coastal and central Orange County. Milan worked directly with organization’s officers and directors, and representatives from over 20 partnering organizations, comprised of state and federal agencies, universities, private and public landowners, infrastructure agencies, non-profit and community groups. For over eight years, Milan worked to achieve consensus among stakeholder groups and assembled and directed teams of contractors, researchers, and land stewards to implement a rich portfolio of over 40 multi-year projects tied to priority science and land management initiatives addressing fire management, endangered and threatened species, habitat restoration, invasive species, climate change, and recreation.

Multiple Species Habitat Conservation Plan—Town of Apple Valley, California

Director of Ecological Services. While at Solution Strategies, Inc., Milan developed a regional conservation strategy for the Town of Apple Valley covering a 170,000-acre planning area. The strategy focused on mitigating effects of climate change in the West Mojave. He coordinated among Federal and State agencies, including U.S. Fish and Wildlife Service (USFWS), Bureau of Land Management (BLM), Department of Defense, California Department of Fish and Wildlife (CDFW), California Energy Commission (CEC), County of San Bernardino, Town of Apple Valley, conservation organizations, and public stakeholder groups. Conservation strategy formed the foundation for the Town of Apple Valley HCP and was considered a model for regional habitat conservation planning by the Assistant Director of Ecological Services of the U.S. Fish and Wildlife Service and members of Congress in Washington D.C.

Great Park Wildlife Corridor Project—City of Irvine, California

Technical Consultant and Liaison. While at Solution Strategies, Inc and as an independent contractor, Milan served as a technical consultant and liaison for the City of Irvine on development of the eight-mile, $100 million urban wildlife corridor connecting isolated coastal and inland nature preserves in Orange County, California. He worked to establish and maintain mutual understanding and cooperation among key stakeholders for the project, including, Orange County Great Park Corporation, City of Irvine, and leading environmental groups. Milan informed stakeholders regarding the regulatory environment governing the project and provided guidance on mitigation banking and other financial instruments. Milan also served on the Irvine Wildlife Corridor Technical Working Group at the request of the mayor of the City of Irvine.

Orange County Great Park—Orange County Great Park Corporation, Orange County, California

Senior Ecologist. While at Green Shield Ecology, Milan managed, on behalf of the Great Park Corporation, a team of ecologists on design of the ecological infrastructure of the Orange County Great Park. The Great Park is a 1,350-acre, $1.2 billion public works project serving as the focal point of redevelopment for the former Marine Corps Air Station, El Toro. Ecological design involves the restoration of hundreds of acres of airfield, daylighting 2 miles of buried stream, and design and implementation of a $100 million urban wildlife corridor connecting coastal and inland areas of Orange County, California. Position required daily collaboration and problem solving with an internationally-renown design team of architects, civil and structural engineers, hydrologists, biologists, and program managers, as well as, regular communication with elected officials, City of Irvine staff, and environmental groups.
WILL Kohn

Biological Resources

William Kohn is a wildlife biologist who conducts wildlife surveys and habitat assessments for special-status wildlife species throughout California, including the Coast Ranges, Central Valley, Sierra foothills, southern California, as well as the Mojave Desert in California and Nevada. Will is skilled in wildlife biology and management; mitigation planning and monitoring; endangered species assessments; and conservation biology planning. He has conducted numerous field surveys and habitat assessments for special-status wildlife species, including southwestern pond turtle, two-striped garter snake, and bats.

Will has been the lead wildlife biologist for a number of projects, where he conducted the field surveys and habitat assessments and wrote biological resource chapters for EIRs, EISs and BAs, as needed. Will is skilled in wildlife biology and management; mitigation planning and monitoring; endangered species assessments; and conservation biology planning.

Project Experience

Carlton Oaks Golf Course – Focused Southwestern Pond Turtle Survey – Santee, CA.

Conducted a southwestern pond turtle habitat assessment for three ponds and one drainage located on the Carlton Oaks Golf Course. Conducted protocol pond turtle trapping on one of the ponds that will be impacted. Set four turtle hoop traps and monitored traps for three days. Captured several introduced red-eared sliders, including two that were melanistic. Prepared survey report that was submitted to client and California Department of Fish and Wildlife.

San Diego County Parks & Recreation - Herp and Remote Camera Surveys on County Preserves – San Diego County, CA.

Conducted herp surveys at three County Preserves using drift fence and walk-in traps. A total of 11 herp array were established on the three preserves. Checked herp traps and recorded animals captured down to the species level. Species captured included western fence lizard, San Diego alligator lizard, San Diegan tiger whiptail, orange-throated whiptail, granite spiny lizard, southern Pacific rattlesnake, and California striped racer. Incidentally observed coast horned lizard, two-striped garter snake, speckled rattlesnake, and red diamond rattlesnake. Conducted small to large mammal surveys using remote cameras set up at locations on the Preserves. Checked cameras periodically to ensure they were in good-working order and download flash cards. Reviewed pictures and recorded animals captured by the cameras down to the species level. Species whose images were captured include California ground squirrel, striped skunk, raccoon, southern mule deer, bobcat, and coyote.

Otay Mesa Land Company - Mitigation Site – Chula Vista, CA.

Visually surveyed approximately twenty seasonal pools located throughout the mitigation site for the presence of western spadefoot toads. Western spadefoot toad larvae were observed in several of
the pools. The larvae of other species observed include Baja California treefrog and introduced African clawed frog.

**Tehachapi Renewable Transmission Project Biological Consulting Services—SCE, Los Angeles County, California**

Served as wildlife biologist. Evaluated habitat suitability for burrowing owls, Swainson’s hawks, and bats. Conducted surveys for California red-legged frogs, nesting birds, burrowing owls, and Swainson’s hawks. Monitored active nests, including raptor nests to determine if construction activities were affecting nesting behavior.

**Orange County Department of Public Works—Protocol Arroyo Toad Surveys, Orange County, California**

Conducted protocol-level arroyo toad surveys within two drainages in Orange County. Survey included both day-time assessment and night-time surveys. No arroyo toads were observed but did observe numerous California toads. Other amphibians observed included adult western toad and adult Western spadefoot.

**SDG&E—Protocol Arroyo Toad Surveys for TL 6975, San Diego County, California**

Assisted with protocol-level arroyo toad surveys conducted within and adjacent to the San Luis Rey River in northern San Diego County. Survey included both day-time assessment and night-time surveys. Several adult arroyo toads were observed. Other amphibians observed included adult western toad and adult Western spadefoot.

**County of San Diego Department of Public Works On-Call Contract—CSDC, San Diego County, California**

Served as wildlife biologist. Conducted nesting bird surveys for several projects throughout San Diego County. Located numerous active nests, including Anna’s hummingbird, Costa’s hummingbird, house finch, mourning dove, black phoebe, and red-tailed hawk. Behaviors observed include nest building, territorial displays, feeding of young, and fledging. Established pre-determined buffers around nests to protect from construction activities.

**San Diego County Parks & Recreation—Tricolored Blackbird Surveys on Ramona Grassland Preserve, San Diego County, California**

Conducted survey for nesting tricolored blackbirds along Santa Margarita Creek on the Ramona Grasslands Preserve. Observed several flocks of tricolored blackbirds at various location in the vicinity of the creek, including adults and fledglings. Encountered arroyo toad larvae and metamorph within the creek during the surveys.

**San Diego Gas & Electric On-Call Contract—SDG&E, San Diego County, California**

Served as wildlife biologist. Conducted nesting bird surveys for several projects throughout San Diego and Orange Counties. Located numerous active nests, including Anna’s hummingbird, Costa’s hummingbird, house finch, mourning dove, black phoebe, and red-tailed hawk. Noted nesting behaviors, including territorial displays, nest building, feeding of young, and fledging. Established pre-determined buffers around nests to protect from construction activities.
RYAN LAYDEN

Biological Resources

Ryan Layden is a biologist with experience in biological resource surveys and environmental compliance monitoring on small and large-scale renewable energy generation and transmission, utility, development and transportation projects throughout southern California. Ryan holds a USFWS 10(a)(1)(A) permit to conduct surveys for coastal California gnatcatcher and ESA-listed fairy shrimp. Ryan’s survey experience also includes desert tortoise, burrowing owl, desert kit fox, least Bell’s vireo, arroyo toad, breeding birds, and jurisdictional waters.

Key Skills

Biological Surveys; Jurisdictional Waters Determinations, Environmental Compliance Monitoring; GIS

Project Experience

Otay Water District Habitat Management Area—Otay Water District, San Diego County, California

Biologist. Perform presence/absence surveys for least Bell’s vireo and California gnatcatcher.

Oso Parkway Water Basin Maintenance Project—Orange County Public Works, Orange County, California.

Biologist. Assist with protocol surveys for coastal California gnatcatcher.

Otay River Restoration Project—Otay Land Company, Chula Vista, California.

Biologist. Perform surveys for least Bell’s vireo and assist with surveys for coastal California gnatcatcher and fairy shrimp. Monitor construction activities.

Otay Ranch Village 3, 4, 8, and 10—Otay Land II, LLC, Chula Vista, California

Biologist. Assist with surveys and nest monitoring for least Bell’s vireo. Performs presence/absence surveys for burrowing owl. Monitor construction activities for environmental compliance.

Alpine Park—County of San Diego, San Diego, California

Biologist. Assist permitted biologist with fairy shrimp surveys.

Tijuana River Valley Campground—County of San Diego, San Diego, California

Biologist. Assist with surveys for least Bell’s vireo and coastal California gnatcatcher.

Laguna Niguel Programmatic Permitting Project—City of Laguna Niguel, California

Biologist. Assist with presence/absence surveys for least Bell’s vireo and coastal California gnatcatcher.

Ramona Grasslands Surveys—County of San Diego, Ramona, California

Years of Experience

▪ Professional start date: 01/2011
▪ ICF start date: 03/2016

Education

▪ BA. Environmental Studies and Anthropology, California State University, San Marcos. 2008

Permits

▪ USFWS 10(a)(1)(A): Coastal California gnatcatcher (Polioptila californica californica); listed large branchiopods-San Diego fairy shrimp (Branchinecta sandiegonensis) and Riverside fairy shrimp (Streptocephalus wootoni).
Biologist. Conduct protocol surveys for burrowing owl within the Ramona Grasslands. Assist with habitat assessment and day-time surveys for arroyo toad and other aquatic species.

**TL6926—San Diego Gas and Electric (SDGE), Valley Center, California**

Lead Biologist. Perform presence/absence surveys for least Bell’s vireo. Assist with presence/absence surveys for southwestern willow flycatcher and coastal California gnatcatcher.

**TL6975 Surveys—SDG&E, San Diego County, California**

Biologist. Assist with protocol surveys for California Gnatcatcher and least Bell’s vireo.

**FiRM Project—SDG&E, San Diego County, California**

Biologist. Performed habitat assessments, impact analysis, compliance monitoring and nesting bird surveys along distribution and tie-lines.

**Oro Grande Restoration Project—Parsons, Hesperia, California**

While employed by Ironwood Consulting, served as project manager. Implemented Habitat Mitigation and Monitoring Plans (HMMPs) for the Interstate 15 (I-15)/Ranchero Road Interchange and Industrial Lead Track Projects. Habitat restoration on four acres of wash habitat included jurisdictional waters. Tasks included weed eradication, native plant seeding, container planting, access restriction, and quantitative monitoring of native plant coverage.
MATTHEW STEWART

Biological Resources

Matthew has three years of environmental planning and permitting experience. He has worked on a variety of projects through the private and public sector focused on CEQA/NEPA compliance, aquatic resources permitting and compliance, and habitat restoration. He has attended workshops and trainings including CEQA Essentials and Advanced CEQA through the Association of Environmental Professionals and the Aquatic Resources Delineation Report Submittal Workshop through the U.S. Army Corps of Engineers.

Matt Stewart is a graduate of San Diego State University where he earned a Bachelor of Science degree in Environmental Science with a minor in Geography. Prior to joining ICF, Matt interned at the County of San Diego Parks and Recreation Department, Resource Management Division. In this role, he gained valuable experience and knowledge of environmental issues in San Diego County that can be leveraged for current and future projects. Since joining ICF, Matt has primarily provided adjunct staff support for the County of San Diego Parks and Recreation Department.

Project Experience

Adjunct Staff Support—County of San Diego Department of Parks and Recreation, San Diego, California

Environmental Planning Support. Environmental planning support. Provided staff support to DPR including CEQA compliance, regulatory compliance, and habitat restoration management for parks and recreation projects throughout the County. Managed park development projects completed grant applications and grant projects and coordinated public meeting outreach and planning. Frequently coordinated with DPR contractors, grant and resource agencies, other jurisdictions, and project stakeholders. Planned trail alignments including environmental analysis and review.

Habitat Restoration Implementation. As DPR adjunct staff, managed mitigation and restoration in the Tijuana River Valley as required by the Final EIR and regulatory permits through RWQCB, USACE, and CDFW. Coordinated implementation of mitigation plans with DPR contractor, including final grant project closeout. Completed permit reporting to ensure permit compliance.

Lindo Lake Restoration Project—County of San Diego Department of Parks and Recreation, San Diego, California


Carlton Oaks Project—Lennar Corporation, San Diego, CA
**Regulatory Compliance.** Helping ensure regulatory compliance and permitting through completion of the updated aquatic resources delineation report and maintaining established timeline to obtain necessary permits prior to construction.

**Alpine Park—County of San Diego Department of Parks and Recreation, San Diego County, California**

**Technical Report Support.** Biological support through completion of biological technical report following field surveys and analysis.

**Adjunct Staff Support—County of San Diego Department of Parks and Recreation, California, 04/2017 – Present**

**Adjunct Staff.** As adjunct staff at the County of San Diego Department of Parks and Recreation, Matt contributes to resource management through environmental planning. These efforts include environmental compliance support, habitat restoration project management, execution of grant applications and projects, resource agency permit compliance, and management of other environmental-related projects as needed by the County.

**Intern—County of San Diego Department of Parks and Recreation, California, 06/2016 – 04/2017**

**Student Intern.** As a student intern with the County of San Diego Department of Parks and Recreation, Matt conducted environmental research, Multiple Species Conservation Plan (MSCP) assistance, and attended field visits and meetings. He assisted the Resource Management Division with environmental regulatory compliance under the California Environmental Quality Act (CEQA), including preparation and review of environmental documents.
Jim Rocks, M.S.
Biological Resources

Jim Rocks holds a Master of Science degree in biological sciences and has over 20 years of experience in biological resources in California. Jim holds a U.S. Fish and Wildlife Service 10(a) recovery permit for Quino checkerspot butterfly, coastal California gnatcatcher, and all California fairy shrimps. Jim has extensive experience performing sensitive plant and wildlife species surveys, wetland delineations, and biological impact analyses. He has authored a variety of technical reports, including biological technical reports, restoration and monitoring plans, biological assessments, and biological resource sections for Environmental Impact Reports (EIRs). He has provided biological consulting services for a variety of clients including utility companies, developers, and federal, state, and local regulatory agencies. Jim also serves as habitat manager for the San Diego Habitat Conservancy and is a department associate with the San Diego Natural History Museum Botany Department where he has taught several botanical classes.

Education
M.S., Biological Sciences, Southern Illinois University, Edwardsville, Illinois

Certifications and Permits
U.S. Fish and Wildlife Service Recovery/Permit No. (TE-063230-4)
- Coastal California gnatcatcher
- Vernal pool branchiopods
- Quino checkerspot butterfly

Select Project Experience

I-215 and Van Buren Avenue Widening Project (Caltrans), Riverside Co. – Kimley-Horn and Associates. Biologist responsible for conducting general biological surveys, habitat assessments, protocol burrowing owl (Athene cunicularia) surveys, rare plant surveys, vegetation mapping, and fairy shrimp surveys at Interstate 215 widening project at Van Buren Avenue.

Meridian Business Park Project, Riverside County – March Joint Powers Authority. Project biologist responsible for conducting least Bell’s vireo (Vireo bellii pusillus, FE, CE) protocol surveys in occupied habitat. The territory limit of each least Bell’s vireo pair with the potential to be affected by construction noise was documented. Survey data was used to write a Biological Assessment (BA), comply with project Biological Option (BO), and avoid project take during breeding season. Duties also included conducting protocol burrowing owl (Athene cunicularia, SSC) surveys and implementing the approved ACOE Compensatory Mitigation and Monitoring Plan that was written by Rocks Biological Consulting.

Olivenhain Trunk Sewer Project – City of Encinitas. Conducted protocol surveys for the California gnatcatcher (Polioptila californica californica, FT) along the approximately 4-mile linear alignment. The species was documented nesting in five distinct locations along the alignment. Surveys also conducted for Belding’s savannah sparrow (Passerculus sandwichensis beldingi), least Bell’s vireo (Vireo bellii pusillus, FE, CE), and southwestern willow flycatcher (Empidonax traillii extimus, FE). Survey data was used during project planning to inform project specific mitigation measures, write a Biological Assessment (BA) and design species and habitat mitigation.

Sweetwater River Restoration, Sloan Canyon. Lead biologist for long-term restoration and monitoring of large portion of the Sweetwater River in Sloan Canyon. Includes creation of upland and wetland restoration plan, management of installation of plantings/seeding, annual monitoring of restoration area including quantitative sampling of vegetation, and detailed list of recommendations to help ensure that the goals of the
restoration are met. Surveys and monitoring of populations of the endangered arroyo toad (Anaxyrus californicus) and least Bell’s vireo (Vireo bellii pusillus) are also being conducted. These two endangered species have been observed using the riparian restoration area.

**Quino Checkerspot Butterfly Surveys for the ECO Substation Project from Boulevard to Jacumba – San Diego Gas & Electric (SDG&E).** Principal biologist and project manager (overseeing five permitted biologists) for protocol surveys for the Quino checkerspot butterfly (*Euphydryas editha quino*, FE) across more than 500 acres of suitable habitat along 13.5 miles of the proposed ECO Substation and Transmission Line project that parallels a portion of the existing Southwest Powerlink. Activities included assessing and surveying suitable habitat, coordinating the survey effort and scheduling, and authoring the project report. The Quino checkerspot butterfly and its primary host plant, dot-seed plantain (*Plantago erecta*), were observed.

**Rare Plant Surveys of Marine Corps Air Station Miramar, San Diego – MCAS Miramar.** (Botanist for focused surveys of 17 rare, threatened, or endangered plants across 2,000 acres of sensitive vernal pool, coastal sage scrub, native grassland, and chaparral habitat on Miramar. Rare plants documented in the field using sub-meter GPS. Species included Orcutt’s brodiaea (*Brodiaea orcuttii*, CRPR 1B.1), willowy monardella (*Monardella viminea*, CE, FE, CRPR 1B.1), and San Diego mesa mint (*Pogogyne abramsii*, CE, FE, CRPR 1B.1). Data was ultimately used for planning military activities that will avoid impacts to special-status plant species.

**Base-wide California Gnatcatcher Surveys, Marine Corps Base Camp Pendleton (MCBCP).** Conducted protocol surveys within specified suitable habitat in support of base-wide effort to document California gnatcatcher (*Polioptila californica californica*, FT) onsite. Data was ultimately used for planning military activities that will avoid impacts to the federally endangered California gnatcatcher.

**Complete Floristic Surveys of CDFW Ecological Reserves, San Diego Co. – San Diego Natural History Museum.** Botanist for ongoing floristic surveys of California Dept. of Fish and Wildlife (CDFW) Ecological Reserves including Crest Ridge, Sycuan Peak, McGinty Mountain, Rancho Jamul, and Walker Canyon. Duties include collecting 3 specimens of each plant species on the reserves for deposit into the herbariums of the San Diego Natural History Museum, UC Riverside, and CDFW. Locations of sensitive plants are documented using a GPS and general habitat characteristics are also described.

**Alta La Jolla Drive Drainage Repair Project, Phase 2 San Diego Co. – City of San Diego.** Provided technical expertise for an extensive slope stabilization and channel restoration in a La Jolla urban canyon. Prepared the project biological technical report and project revegetation plan that gained unanimous approval by City Council with minimal delays. Provided technical assistance for applications to the US Army Corps of Engineers and California Department of Fish and Wildlife for project impacts on state wetlands and federal Waters of the US, and prepared the project revegetation and mitigation plan in conformance with US Army Corps of Engineers standards. Provided outreach to the City’s Park and Recreation Open Space Division and Community Parks Division regarding off-site mitigation on City Park and Recreation land.

**Pure Water San Diego Project – City of San Diego.** Conducted protocol surveys for vernal pool branchiopods (fairy shrimp) including the endangered San Diego fairy shrimp (*Branchinecta sandiegensis*). This species was documented within the project area. Vegetation mapping and rare plant surveys were also conducted in support of the project. Survey data was used during project planning to inform project design and species and habitat mitigation measures.

**San Diego State University (SDSU) New Student Housing Phase I Project, Clark Construction.** Project manager for 8.0-acre site, conducting USFWS protocol surveys for coastal California gnatcatcher (*Polioptila californica californica*, FT).

**KPC Coachella, Kimley-Horn.** Project manager for a large-scale 2,700-acre residential project in the City of Coachella. Performed biological resources assessment and consistency report in conformance with the Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP), CEQA, ESA and CESA.

**Panattoni E 9th Street and Vineyard Avenue, Panattoni Development Company, Inc.** Project Manager for an industrial warehouse project within the City of Rancho Cucamonga, County of San Bernardino.
Sarah Krejca
Biological Resources

Sarah Krejca holds a Bachelor of Science degree in biology (ecology, ethology, and evolution) and a Juris Doctor focused on environmental law and policy. She has over six years of experience working as a program manager and field biologist for a non-profit habitat management organization in southern California and previously worked in the field of environmental law and policy, with a focus on litigation related to the California Environmental Quality Act (CEQA). Ms. Krejca holds a U.S. Fish and Wildlife Service (USFWS) 10 (a) recovery permit for coastal California gnatcatcher. She has experience performing jurisdictional delineations, rare plant and wildlife species surveys, California Rapid Assessment Method (CRAM) surveys, and vegetation mapping. She has extensive writing experience in both the biological and legal fields, having written or served as a technical editor on a variety of documents, including legal briefs and memoranda, jurisdictional delineation reports, management plans, biotic resources reports, monitoring reports, and proposals. Ms. Krejca conducts jurisdictional delineations; assists in preparing permit applications and various documents in support of and in compliance with Section 404 and 401 of the Clean Water Act (CWA), Porter-Cologne Water Quality Control Act, and California Fish and Game Code Section 1602; aids in the preparation of various technical documents to comply with federal, state, and local environmental laws, including CEQA, the federal Endangered Species Act (ESA), and the California Endangered Species Act (CESA); and performs/assists with various biological surveys.

Education
J.D., University of San Diego School of Law, San Diego, California
B.S., Biology (Ecology, Ethology, & Evolution), University of Illinois at Urbana-Champaign, Champaign, Illinois

Permits
U.S. Fish and Wildlife Service Recovery/Permit No. (TE-99413B-0)
- Coastal California gnatcatcher
California Department of Fish and Wildlife
- Scientific Collecting Permit No. SC-190420002

Professional Experience
Olive Grove Industrial, Kimley-Horn. Conducted U.S. Fish and Wildlife Service (USFWS) non-breeding season protocol surveys for coastal California gnatcatcher (*Polioptila californica californica*, FT) for a 38.91-acre project site in the City of Rialto, San Bernardino County, California. Assisted with vegetation mapping.

South Campus/Village West Drive Road Extension, Lewis Group. Performed a field jurisdictional delineation in conformance with Corps requirements for a road extension project located in Riverside County.

San Diego State University (SDSU) New Student Housing Phase I Project, Clark Construction. Biologist responsible for conducting USFWS protocol surveys for coastal California gnatcatcher (*Polioptila californica californica*, FT) throughout an approximately 8.0-acre site.

Olivenhain Trunk Sewer (OTS) Improvements, Infrastructure Engineering Corporation (IEC). Prepared a biotic resources report for the OTS Improvements Natural Resources Conservation Service (NRCS) Easement Exchange Project in the City of Encinitas and unincorporated San Diego County. Report assessed whether a new conservation area would provide adequate 3:1 habitat replacement for areas that will be removed from a NRCS conservation easement by analyzing the biological and hydrological resources for each area and utilizing
the Natural Resource Conservation Service’s Wetland Reserve Easements California Ranking Criteria Worksheet. Assisted lead biologist with biological survey of both easement areas.

**KPC Coachella, Kimley-Horn.** Assisted with a large-scale residential and Avenue 50 improvement project within the Coachella Valley, including performing an extensive field jurisdictional delineation, preparing a jurisdictional delineation report in conformance with Corps requirements, and preparing a biological resources assessment and consistency report in conformance with the Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP), CEGA, ESA, and CESA.


**Maple Canyon Stream Rehabilitation and Restoration, San Diego Canyonlands.** Conducted assessment of Ordinary High Water Mark (OHWM) for a restoration and erosion-control project in Maple Canyon in the City of San Diego in conformance with Corps requirements. Assisted with preparation of CDFW Lake and Streambed Alteration Agreement and associated documents.

**Sewer and Storm Drain Group Job 828, Infrastructure Engineering Corporation (IEC).** Assisted with a large sewer rehabilitation project within the City of San Diego, including performing an update to the field jurisdictional delineation, updating the jurisdictional delineation report in conformance with Corps and City of San Diego requirements, and updating the biological resources report in conformance with City of San Diego requirements.

**Menifee Valley (Minor Ranch), Kimley-Horn.** Assisted with a large mixed-use development project within the City of Menifee, including performing an update to the field jurisdictional delineation; updating the jurisdictional delineation report in conformance with Corps requirements; drafting a Determination of Biologically Equivalent or Superior Preservation Report (DBESP) in conformance with the Riverside County Multiple Species Habitat Conservation Plan (MSHCP); assisting project manager with preparing materials for pre-application meetings with the Corps, USFWS, CDFW, Regional Water Quality Control Board (RWQCB), and the Western Riverside County Regional Conservation Authority; and accompanying project manager to pre-application meetings.

**Senior Conservation Manager.** San Diego Habitat Conservancy, San Diego, California. (November 2012 – December 2018). Primary duties included:

- Managed and assisted in all aspects of open space property acquisition, including preparation of legal documents and review of title reports, working closely with general counsel and environmental consultants.
- Prepared Property Analysis Records (PARs) after review of management plans, applicable permits, and site conditions.
- Performed stewardship activities for the organization’s 25+ open space properties which are to be managed in perpetuity, including monitoring visits, general biological surveys, listed species surveys, rare plant surveys, vegetation mapping and monitoring, nesting bird surveys, nocturnal surveys, and CRAM surveys.
- Managed staff, sub-consultants, contractors, and volunteers.
- Prepared annual reports, 45-day reports, and weed management plans pursuant to federal, state, and local agency requirements.
- Led process for achieving accreditation with the Land Trust Accreditation Commission and ensured ongoing compliance with accreditation standards.
- Performed public outreach, prepared newsletters and press releases, and maintained the website and social media platforms.
- Worked closely with the executive director and board of directors in all aspects of operations.
LINDSAY TEUNIS

Habitat Restoration

Lindsay is a restoration ecologist and project manager with 15 years of professional experience in the design, management, and implementation of restoration projects throughout southern California coastal environments. Her work has focused on salt marsh, riverine, sage scrub, eelgrass and other coastal ecosystems. She takes pride in facilitating creative solutions across multiple agencies, municipalities, and other critical groups with vested interests in the project’s success.

Project Experience

Otay River Restoration Project and Mitigation Bank—HomeFed, Chula Vista, CA, 10/2014 – ongoing

Senior Restoration Ecologist and Project Manager. Senior Restoration Ecologist and Project Manager for the restoration design and permitting of approximately 1.5 miles of Otay River mainstem through an area historically disturbed by sand mining and now invaded with tamarisk. ICF developed a hydrologic model taking into account Savage Dam, a digital terrain model, and cross sections for sizing a re-created mainstem channel, secondary channels and active floodplains to support riparian, transitional, and upland native habitats totaling approximately 148 acres where none currently exist. ICF worked with the regulatory agencies, the City of Chula Vista, and the private developer to finalize the design, regulatory authorization and implemented the first phase in Fall 2017. In addition, ICF is designing the surrounding trails to be installed with the future phases. The final trail design seeks to maintain access to facilities while maximizing the experience for the public and protecting natural resources. Education kiosks, signage, and select trail closures have been proposed and all designs will be in compliance with the local guiding documents.

Upper Santa Ana River Watershed Restoration and Mitigation Bank—San Bernardino Valley Municipal Water District, San Bernardino, CA, 2016 – ongoing

Lead Restoration Ecologist. Lindsay has been working since 2016 on the evaluation of restoration opportunities and constraints as 5 large restoration sites (50-300+ acres) associated with the Upper Santa Ana Habitat Conservation Plan. In addition to the HCP sites, Lindsay and her team have worked to identify additional sites with restoration opportunities. All sites are being evaluated for potential ecological opportunities as well as sensitive species and aquatic resources. Lindsay is also a key member of the team developing the programs permitting strategy for aquatic resource credits which may include an advanced permittee responsible approach and a formal mitigation bank.

As-Needed Environmental Services for Preserve Management and Biological Monitoring—San Diego County Department of Parks and Recreation, CA, 02/2015 – ongoing

Project Manager and Senior Restoration Ecologist. Lindsay is currently project manager for the as-needed natural resources contract with the County of San Diego, which was awarded in 2015. She
works with her team to support all aspects of the contract including scope preparation, cost estimates, staffing, report oversight, quality control, and invoicing. She directly managed a series of task orders in support of the Lusardi Creek Preserve including the identification of restoration opportunities with the goal of maximizing available funding and functional gain in the preserve for both upland and wetland areas. Specifically, a core linkage area along Lusardi Creek was identified and a plan was put forth targeting a segment of the creek for restoration with a focus on the riparian buffer and adjacent upland transitional area.

As Needed Natural Resource Management Services—Unified Port of San Diego, San Diego, CA, 2015 – 2020

Lindsay has been the project manager for the as-needed natural resources contract with the Port of San Diego, which was originally awarded in 2015 and again in 2018. She oversees all aspects of the contract including scope preparation, cost estimates, staffing, report oversight, quality control, and invoicing. A variety of task orders have been issued under this contract including salt marsh vegetation monitoring, construction monitoring support, eelgrass surveys, baseline biological monitoring, nest monitoring, marine mammal acoustic plan preparation and monitoring, and most recently sea level rise habitat resiliency. All task orders have been completed on time and within budget, many under budget.

San Diego County Fairgrounds Salt Marsh Restoration—22nd District Agricultural Association (DAA), City of Del Mar, CA, 2010 – 2015

Project Manager and Lead Restoration Ecologist. While employed by AECOM, served as lead restoration ecologist and project manager. Evaluated the restoration opportunities and constraints for the south parking lot at the Del Mar Fairgrounds and prepared the final South Lot Phase I Salt Marsh Restoration Plan following three failed attempts by other consultants. This included a comprehensive monitoring and maintenance plan, grading plans, and a conceptual plan for the entire south overflow parking lot. Worked directly with the DAA, San Dieguito Lagoon Joint Powers Authority (JPA), Corps, and California Coastal Commission (CCC) to resolve previous plan issues and design an ecologically functional salt marsh. Identified project constraints included the JPA Crest to Coast boardwalk that bisected the previous footprint, electrical utilities, a storm drain system, federally and state listed species, and a proactive community. Facilitated revisions to the project footprint and coordinated buyoff from Corps and CCC representatives including the creative reuse of excavated soils onsite to improve recreation use, buffer habitat, and reduce costs.

CRAM Trainer—Southern California Coastal Water Research Project (SCCWRP), University of California (UC) Davis, San Francisco Estuarine Institute (SFEI), Moss Landing (MLML), Caltrans – ongoing

Southern California Lead CRAM Trainer. Lindsay is one of the lead southern California trainers, an active member of the States Level 2 Committee. She has taught classes since 2009 ranging in size from 15 to 30 participants with a wide background including private sector consultants, nonprofit groups, and agency staff. She designed and led the first southern California vernal pool CRAM training in 2012 and again in 2015 and is working on revising the field manual. Twice in 2011 and again in 2014, and 2017 Lindsay led a class for the Los Angeles Regulatory Branch of the USACE. In 2018 she hosted private trainings for San Bernardino flood control entities and the RWQCB.
Habitat Restoration

Linnea Spears-Lebrun is an ecologist and project manager with over 14 years of professional experience as a restoration ecologist and biologist and an additional 2.5 years of research experience in southern California, Florida, and the Kingdom of Tonga. Her restoration ecology experience includes design, implementation, monitoring, data analysis (including statistical analyses), oversight of maintenance for mitigation projects, and yearly reporting. She has restoration experience in several habitat types, including wetland/riparian, coastal sage scrub, vernal pool, grassland, and desert habitats. Her data analysis experience includes both univariate and multivariate statistics. She has experience in functional analysis, specifically CRAM and is a trained practitioner of all CRAM modules and a CRAM trainer. Her experience as a general biologist includes vegetation mapping, rare plant surveys, wetland delineations, small mammal trapping, wildlife movement studies, and report preparation. In addition to biological skills, she has experience in GIS and landscape ecology.

Project Experience

San Miguel Habitat Management Area—Otay Water District, Chula Vista, California, 6/2018 - Present
Project Manager/Senior Restoration Ecologist. The Otay Water District owns a 230-acre biological reserve that was created to serve as a mitigation bank for impacts associated with the construction and operation of OWD’s projects and facilities. As project manager and ecologist, overseeing the management and monitoring of the HMA over the next 3 years. Includes qualitative monitoring, oversight of management activities, rare plants surveys, least Bell’s vireo and California gnatcatcher surveys, vegetation mapping, drone surveys, burrowing owl artificial burrow improvement and grassland restoration, coordination with resource agencies, and quarterly and annual reporting.

Laguna Niguel Wetlands Operations and Maintenance Project—City of Laguna Niguel, California, 12/2017 – 11/2019
Senior Restoration Ecologist. The City of Laguna Niguel is permitting their wetlands operations and maintenance project. Mitigation for that project includes enhancement and rehabilitation of Salt Creek and the long-term preservation and management of 13 wetland sites across the City. As an ecologist, prepared the combined Operation and Maintenance/Long-Term Management Plan for the 13 wetland sites and the Habitat Mitigation and Monitoring Plan for restoration at Salt Creek.

Tule Wind—Tule Wind LLC, McCain Valley, San Diego, California, 6/2016 - Present
Senior Restoration Ecologist. Tule Wind LLC developed a wind farm located in eastern San Diego County. The project widened existing access roads and constructed new access roads, overhead
collection systems, transmission lines, wind turbines, underground collector systems, and a parking lot. Implementation of these components resulted in temporary and permanent impacts to native habitats and on-site drainages. As a senior restoration ecologist, provided QA/QC to the Habitat Mitigation and Monitoring Plan, assisted Tule Wind LLC in selection of a long-term habitat manager and endowment holder/manager for preserved lands, authored a Resource Management Plan for the County of San Diego and a Long-Term Management Plan for other resource agencies describing the long-term management of the preservation parcels that included a PAR-like analysis, investigated additional mitigation options for Jacumba milk-vetch, authored a Jacumba milk-vetch Revegetation Plan for the County of San Diego, drafted the Year 1 HRP Annual Report for temporary impacts, and will oversee installation and reporting of the revegetation effort and provide QA/QC for the annual HMMP reporting.

**Upper Santa Ana River Habitat Conservation Plan, Early Implementation—San Bernardino Valley Municipal Water District, San Bernardino, California, 7/2016 – Present**

*Task Manager/Senior Restoration Ecologist.* San Bernardino Valley Municipal Water District analyzed the restoration opportunities and constraints at four sites that could be selected to offset some of the impacts to natural resources from water management activities. Each of the sites has the potential to implement specific conservation measures identified in the USAR HCP and mitigation for impacts to Aquatic Resources. A previous opportunities and constraints memorandum were prepared in 2015 on three sites, this memorandum added a fourth site. As Task Manager, coordinated the field surveys of the natural resources at the site including wildlife surveys, vegetation mapping and rare plant surveys, jurisdictional delineation, wetland condition assessment (CRAM), and cultural resource assessment. As a senior restoration ecologist, updated the existing memorandum to include the 4th site (Hidden Valley Ponds) and consolidate the information from the various surveys to detail clearly the opportunities that exist on site for restoration as well as the constraints that could affect the cost or the potential for success at the site.

As a Senior Restoration Ecologist co-authored the Habitat Mitigation and Monitoring Plan for the Hidden Valley Wetlands Restoration Project which will serve as an HMMP and Development Plan for aquatic resource credits and species credits at the site. Also, tasked with preparing the HMMPs for the remaining 3 sites.

**Plunge Creek Conservation Project—San Bernardino Valley Water Conservation District, Highland, California, 3/2018 – 6/2019**

*CRAM Trainer/CRAM Practitioner/Senior Restoration Ecologist.* The SBVWCD is restoring and preserving a ~1mile reach of Plunge Creek as mitigation for impacts to listed species covered in the Wash Plan Habitat Conservation Plan. As a CRAM Trainer and practitioner, co-led a calibration for the team using the Episodic Riverine module and completed additional CRAM assessments in support of the Baseline CRAM condition report. As an ecologist, authored the Habitat Mitigation and Monitoring Plan for the Plunge Creek Conservation Project.
MARY BILSE

CEQA/NEPA Compliance

Mary Bilse is a senior project manager and California Environmental Quality Act (CEQA) specialist with more than 25 years of professional experience in land use and environmental planning in San Diego and throughout California. During the past two decades, she has successfully managed numerous planning and environmental documents related to a wide range of projects – from program and project level impact assessments for habitat conservation plans (HCP), park and trail projects, traditional and renewable energy projects, port projects, schools, infill developments, and land use plans. She has authored various environmental documents pursuant to CEQA and the National Environmental Policy Act (NEPA), including environmental impact reports (EIRs), mitigated negative declarations (MNDs), initial studies (ISs), categorical and statutory exemptions, CEQA Findings, categorical exclusions (CEs), environmental assessments (EAs), and findings of no significant impact (FONSI). Mary has recently managed the preparation of CEQA and NEPA documents for the Kern County Waste Management HCP, City of Santee HCP, and numerous projects with the County of San Diego Department of Parks and Recreation. Mary has also obtained regulatory permits from various federal and state agencies, including the California Coastal Commission, San Diego Regional Water Quality Control Board (RWQCB), California Department of Fish and Wildlife (CDFW), and U.S. Army Corps of Engineers (USACE). She has both public and private sector experience in all phases of project development and implementation, including the preparation of environmental documents and planning permits.

Project Experience

Alpine Park Project – County of San Diego Department of Parks and Recreation, Alpine, CA

Serves as Project Manager and Senior Environmental Planner, meeting coordinator and budget tracker for the preparation of CEQA technical studies including the biological resources report, cultural/historical resources report, air quality, greenhouse gas and climate change report, noise analysis, and traffic impact analysis/parking report. Mary serves as the project manager for the preparation of the CEQA Initial Study/Mitigated Negative Declaration and the NEPA Environmental Assessment. The project includes the preparation of a Habitat Conservation Plan for the Quino Checkerspot Butterfly. The proposed project would be located adjacent to the Back Country Land Trust’s Wright’s Field Preserve on South Grade Road in Alpine. ICF is preparing the CEQA studies in coordination with County Department of Parks and Recreation staff and the NEPA studies in coordination with the United States Fish and Wildlife Service.

Tijuana River Valley Regional Park Campground and Education Center Project – County of San Diego Department of Parks and Recreation, San Diego, CA

Served as Project Manager and Senior Environmental Planner, meeting coordinator and budget tracker for the preparation of CEQA technical studies including a biological resources report, cultural resources report, traffic impact analysis report, air quality and GHG emissions report, noise impact analysis report, and hazardous materials reports. Mary served as the project manager for the
preparation of the CEQA Initial Study/Mitigated Negative Declaration. The proposed project would lie on a 57-acre site near the western boundary of the park, just east of Border Field State Park, approximately 1.3 miles east of the ocean. Historically, this site has been used for agricultural uses; however, riparian habitat, nonnative grasslands and patches of nonnative invasive vegetation have appeared. The majority of the project site is considered disturbed habitat. ICF is preparing the CEQA studies in coordination with County Department of Parks and Recreation staff.

**City of Santee MSCP Subarea Plan EIR and EIS – City of Santee and US Fish and Wildlife Service, CA**

Serves as Project Manager and Senior Environmental Planner for the preparation of CEQA and NEPA documents for the Santee Multiple Species Conservation Plan (MSCP) Subarea Plan Project. The City of Santee prepared a Draft MSCP Subregional Plan within the jurisdictional boundary of Santee. Mary manages the technical studies and survey work including a biological resources report, cultural resources report, traffic impact analysis report, air quality and greenhouse gas emissions report, and noise impact analysis report. She is the point of contact with the City of Santee and the USFWS for the preparation of the environmental documents.

**National City Bayfront Projects and Plan Amendments Environmental Impact Report —San Diego Unified Port District, CA**

Serves as Project Manager for the National City Bayfront Projects and Plan Amendments EIR. The project includes both landside and waterside development components; changes to land and water use designations in the Port of San Diego’s Port Master Plan; amendments to the City’s Local Coastal Program, General Plan, Harbor District Specific Area Plan, Land Use Code (Municipal Code Title 18 Zoning), and Bicycle Master Plan (project or proposed project). The project is located on approximately 75 acres in National City. Mary serves as the project manager for the preparation of the CEQA EIR. Technical studies associated with the project includes biological resources report, cultural resources report, traffic impact analysis report, air quality and GHG emissions report, sea level rise report, and noise impact analysis report.

**Lakeside Equestrian Center Project – County of San Diego Department of Parks and Recreation, Lakeside, CA**

Serves as Project Manager and Senior Environmental Planner, meeting coordinator and budget tracker for the preparation of CEQA studies for a biological resources report, cultural resources report, traffic impact analysis report, air quality and GHG emissions report, and noise impact analysis report. Mary serves as the project manager for the preparation of the CEQA Initial Study/Mitigated Negative Declaration. The Lakeside Equestrian Facility is being planned for an approximately 14-acre parcel at the corner of Willow Road and Moreno Avenue in the unincorporated community of Lakeside. The facility would consist of two arenas (one outside and one covered), bleachers, restrooms, livestock corrals, and accessory structures for meetings, concessions, and storage. The facility would also include an open parking area that could accommodate approximately 100 trucks/trailers and the construction of one host pad. Surrounding the facility would be a trail, perimeter track, and a trail staging area with a covered picnic area adjacent to hitching posts.

**sPower High Valley Solar Project – County of Los Angeles, Antelope Valley, CA**

Serves as Project Manager and Senior Environmental Planner, for the preparation of CEQA technical studies and survey work including a jurisdiction delineation, biological resources report, cultural resources report, traffic impact analysis report, air quality and greenhouse gas emissions report, noise impact analysis report, drainage study, visual resources analysis, and Phase I environmental assessment report. The proposed solar photovoltaic (PV) project encompasses roughly 495 acres within the Antelope Valley area, plus linear segments to accommodate the generation tie lines. ICF is preparing the CEQA studies and environmental documentation in coordination with County of Los Angeles Department of Regional Planning staff.
KATHIE WASHINGTON
CEQA/NEPA Compliance

Kathie is a senior project manager and CEQA specialist with over 16 years of experience in land use and environmental planning in San Diego and Southern California. She has extensive experience with advising a wide range of clients on program evaluation, environmental review, land use entitlements, community planning, and constraints analyses.

Key Skills

CEQA/NEPA Documentation. Kathie has managed dozens of CEQA documents and NEPA or joint CEQA/NEPA documents. She has coordinated projects for a variety of local agencies such as school districts, cities and counties, as well as for state and federal agencies. She is an established CEQA practitioner with experience in all areas of Federal, State, and local environmental review processes, including environmental impact analysis, permit processing, document preparation, public review, and project management.

Project Management. Kathie maintains open and clear lines of communication with project team members and clients. Proper project management requires time and resource management skills with a focus on the bigger picture. Kathie has proven success with client relationships; agency and public interaction; managing as-needed contracts; technical staff coordination; and public hearing presentations.

Project Experience

Otay River Restoration Project Habitat Mitigation and Monitoring Plan, IS/MND and SWPP—City of Chula Vista, CA

Senior Planner. The project involves implementation of the Otay River Restoration Project Habitat Mitigation and Monitoring Plan (HMMP) to guide the restoration and enhancement of approximately 100 acres of aquatic and terrestrial habitat in the Otay River Valley. Kathie provided senior review of the IS/MND.

Jonas Salk Elementary School and Vernal Pool Restoration Project—San Diego Unified School District (SDUSD), San Diego, CA

Senior Project Manager (while at another firm). Kathie was responsible for the preparation of an EIR for SDUSD’s proposed Jonas Salk Elementary School. The EIR addresses school construction and operation and restoration work at two mitigation sites which included a Title 5 analysis with a pipeline risk assessment. The project site contains federally regulated vernal pools and the federally endangered San Diego fairy shrimp. She worked with U.S. Fish and Wildlife Service for the preparation of a Habitat Conservation Plan and Environmental Assessment pursuant to NEPA to address potential impacts and mitigation plan for the federally endangered San Diego fairy shrimp to obtain a Take Permit under Section 10 of the

Years of Experience

- Professional start date: 06/2002
- ICF start date: 10/2015

Education

- MA City Planning, San Diego State University, 2006
- BS, Applied Ecology, University of California, Irvine, 2002

Professional Memberships

- Member, San Diego Chapter of Association of Environmental Professionals
Endangered Species Act. In addition, she worked with the Regional Water Quality Control Board to obtain a Porter Cologne Waste Discharge Permit.

Heritage Road Bridge Replacement Project—Caltrans and City of Chula Vista, Chula Vista, CA

**Senior Project Manager (while at another firm).** The project is the replacement and widening of an existing bridge that is needed to accommodate the future traffic demand, accommodate the 100-year flood event, and to add standard pedestrian and bicycle facilities. In her role, she managed the preparation of all technical reports and prepared a Project Study Report for Caltrans.

San Diego Forward: The Regional Plan 2019-2050 EIR—SANDAG, San Diego, CA

**Task Manager.** The Regional Plan is the combination and updated of the Regional Comprehensive Plan for the San Diego Region and the Regional Transportation Plan/Sustainable Communities Strategy into one plan. ICF is currently preparing the EIR for the Regional Plan. Kathie is the day-to-day contact for the project and some of her responsibilities include maintaining the project schedule and budget, managing the EIR team including multiple DBE subconsultants, reviewer of all EIR sections, and working directly with SANDAG staff.

Alpine Community Plan Update — County of San Diego, California

**Senior Project Manager.** The Community Plan update includes updates to the current plan’s goals and policies and changes to the land uses within the community to facilitate expected future growth. ICF is preparing a Supplemental EIR for the County of San Diego Planning and Development Services.

As-Needed Environmental Review Consulting Services—San Diego Unified Port of District, San Diego, CA

**Senior Project Manager.** Kathie not only served as the senior project manager, but also the day-to-day contact for the San Diego Unified Port District’s San Diego Bay and Imperial Beach Oceanfront Fireworks Displays EIR and Fifth Avenue Landing EIR. In addition, she served as primary author on sections for the Tenth Avenue Marine Terminal Redevelopment Plan and Demolition and Initial Rail Component EIR.

Union Tribune Mixed Use Project—City of San Diego, CA

**Senior Project Manager (while at another firm).** Kathie was responsible for managing the preparation of an EIR for the City of San Diego for the proposed construction of a pedestrian-friendly, transit-oriented, mixed-use project located on a portion of the existing 12.86-acre San Diego Union Tribune site in San Diego. The project is the first project in San Diego to implement the San Diego River Park Master Plan.
TRISTAN EVERT

CEQA/NEPA Compliance

Tristan Evert is a senior environmental planner with six years of professional experience in land use and environmental planning in San Diego County, with expertise in California Environmental Quality Act (CEQA) compliance. He has managed, authored, and provided support for various environmental documents pursuant to CEQA and the National Environmental Policy Act (NEPA), including environmental impact reports, mitigated negative declarations, initial studies, CEQA categorical and statutory exemptions, NEPA categorical exclusions, environmental assessments, and findings of no significant impact.

Tristan has also assisted in obtaining regulatory permits from various federal and state agencies, including the California Coastal Commission, San Diego Regional Water Quality Control Board, California Department of Fish and Wildlife, and U.S. Army Corps of Engineers. Specifically, he has assisted in obtaining federal Coastal Consistency Certifications, Clean Water Act Section 401 and 404 permits, and Lake and Streambed Alteration Agreements.

Project Experience

As-Needed Environmental Services—Otay Water District, Spring Valley, CA

Senior Environmental Planner/Project Manager. Serving as a Senior Environmental Planner and Project Manager under an as-needed environmental services contract. Under this contract, Tristan served as a Project Manager for the preparation of an Addendum to the Final Program EIR for the 2015 Water Facilities Master Plan Update and supporting cultural and biological resources technical reports, which included cultural resources field surveys, Quino checkerspot butterfly protocol surveys, Hermes Copper presence/absence surveys, coastal California gnatcatcher protocol surveys, and special-status plant focused surveys. The Addendum analyzed the construction and operation of a 0.5-million-gallon concrete potable water reservoir, associated 12-inch diameter pipeline, and 22-foot wide access road.

As-Needed Environmental Services Contract—San Diego Unified School District, San Diego, CA

Senior Environmental Planner/Project Manager. Serving as a Senior Environmental Planner and Project Manager for several tasks conducted as part of an on-call environmental services contract, including EIRs, MNDs, NOEs, and general support to School District staff. Most recently, Tristan is serving as a Project Manager for the preparation of an Initial Study/Mitigated Negative Declaration for the Einstein Elementary School Whole Site Modernization Project and Deputy Project Manager for the preparation of a Program EIR for the School District’s Capital Improvement Program.

Port Master Plan Update EIR—San Diego Unified Port District, San Diego, CA

Deputy Project Manager. Serving as the Deputy Project Manager for the preparation of the Program EIR for Port Master Plan Update, which proposes a comprehensive update to the current
Port Master Plan to provide goals and planning policies, as well as land and water uses, for the physical development and conservation of District Tidelands. Responsible for coordinating preparation of the EIR, attending meetings with District staff, and coordinating with internal technical staff and subconsultants.

BAE Systems Waterfront Improvement Project EIR—San Diego Unified Port District, San Diego, CA

Project Manager. Serving as the Project Manager for the preparation of the EIR for the BAE Systems Waterfront Improvement Project, which proposes various improvements including the replacement of aging structures, improvements to existing infrastructure, increases in space utilization, and increases in efficiency of operations at the BAE Systems San Diego Ship Repair Yard. Responsible for managing preparation of the Initial Study, Notice of Preparation, and EIR, as well as coordinating with District staff, internal technical staff, and subconsultants.

National City Bayfront Projects and Plan Amendments Environmental Impact Report —San Diego Unified Port District, National City, CA

Senior Environmental Planner. Serving as a Senior Environmental Planner for the National City Bayfront Projects and Plan Amendments EIR. The project includes both landside and waterside development components; changes to land and water use designations in the Port of San Diego’s Port Master Plan; amendments to the City’s Local Coastal Program, General Plan, Harbor District Specific Area Plan, Land Use Code (Municipal Code Title 18 Zoning), and Bicycle Master Plan. The project is located on approximately 75 acres in National City.

Tenth Avenue Marine Terminal Redevelopment Plan and Demolition and Initial Rail Component EIR/EA, San Diego Unified Port District, San Diego, CA

Environmental Planner. Served as an Environmental Planner and assisted in the preparation of the EIR (CEQA) and prepared the EA/FONSI (NEPA) for the long-term redevelopment of the 96-acre Tenth Avenue Marine Terminal, an omni-terminal with dry bulk, break bulk liquid bulk, and refrigerated container cargo. The plan sets guidelines and a vision to expand the terminal to ensure operations improve in an economically desirable and controlled manner. The EA/FONSI was prepared for the U.S. Department of Transportation Maritime Administration. The EIR and EA/FONSI were completed and certified in December 2016.

Environmental Review for Ongoing Railroad Maintenance of NCTD San Diego and Escondido Subdivisions—North County Transit District (NCTD), San Diego and Escondido, CA

Environmental Planner. Served as an Environmental Planner and assisted with obtaining regulatory permits (both emergency and non-emergency) for scour repairs necessary to combat erosion of the southern embankment and scour in the vicinity of the bridge piles. Tristan helped to obtain approval from the California Coastal Commission, USACE, U.S. Fish and Wildlife Service (USFWS), National Marine Fisheries Service (NMFS), and RWQCB. In addition, Tristan assisted in the preparation of the Regional General Permit 63, Emergency Repairs application to conduct emergency creek bank slope repair activities adjacent to the Escondido Subdivision Bypass Freight Track.
PATRICK MCGINNIS

Cultural Resources

Patrick McGinnis has been professionally involved in prehistoric and historic archaeology for over 20 years. His specialty in ethnohistoric period archaeology combines material culture and archival research in anthropologically driven analyses of cultural resources and cultural affiliation. Patrick has served on a variety of prehistoric and historic excavations throughout the Southwest. He serves as project manager and principal investigator for fieldwork including survey, testing, data recovery, monitoring, and site recording. Patrick has training in global positioning systems/geographic information systems (GPS/GIS) mapping and spatial analysis. He is very familiar with the National Environmental Policy Act (NEPA) and Section 106 of the National Historic Preservation Act (NHPA) of 1966 and the California Environmental Quality Act (CEQA). His duties include report writing and historical research projects. Patrick also has extensive experience with Native American consultation and monitoring for archaeological field projects.

Project Experience

City of Escondido Channel Maintenance Program

While employed at AECOM, Mr. McGinnis served as principal investigator and was responsible for multiple cultural resources surveys for the project. His duties included survey, monitoring, archival research, Native American outreach and technical report authorship.

Gregory Mountain Traditional Cultural Place

While employed at Tierra Environmental Services Mr. McGinnis completed National Register Nomination forms for Gregory Mountain as a traditional cultural place for the Luiseño Native American community, including archival research and co-authoring the report.

City of Escondido Historic Resources Updates

While employed with Tierra Environmental Services, Mr. McGinnis conducted surveys and recording of multiple historic resources located within the City of Escondido. He participated in archival research, documentation and completing the final updated document in association with the project’s architectural historians.

County of San Diego Water Authority

While employed at Tierra Environmental Services Mr. McGinnis conducted site record and literature searches for multiple projects throughout the county. Directed

Years of Experience

- Professional start date: 03/1997
- ICF start date: 08/2016

Education

- MA, Archaeology and Heritage, University of Leicester, 2005
- BA, Anthropology (concentration in Archaeology), University of California, San Diego, 2002

Professional Memberships

- National Trust for Historic Preservation
- Society for California Archaeology
- San Diego Historical Society

Certifications

- Approved Consultant List for Archaeological Resources, County of San Diego
- Approved Principal Investigator for Archaeology, City of San Diego
- Approved Cultural Resources Consultant, County of Riverside, No. 230
- Register of Professional Archaeologists (RPA)

Professional Accolades

- EO 11988 Floodplain Management, FEMA, 2014
- Coordinating Environmental and Historic Preservation Compliance, FEMA, 2013
- Building Partnerships with Tribal Governments, FEMA, 2013
- Section 106: A Review for Experienced Practitioners, NPI, 2011
multiple Phase I surveys and contributed or co-authored multiple reports.

**City of San Diego, San Pasqual Valley Leaseholds.**

While employed at Mooney an Associates, Mr. McGinnis participated in cultural resource surveys of City-owned parcels in the San Pasqual Valley and subsequently directed the Phase II archaeological testing of prehistoric sites located within the project area. Performed site record, literature, and historic research including tax assessor records, title searches, oral history and biography, for multiple historic cultural resources within the leaseholds in the valley. Completed necessary California Department of Parks and Recreation forms for submittal to the State Historic Preservation Office. Contributed to authorship of the report.

**San Diego Wild Animal Park.**

While employed at Mooney and Associates, Mr. McGinnis, Directed survey, Phase II testing, Phase III data recovery, and lab analysis for multiple sites within the Wild Animal Park leasehold. Contributed to site analyses and final report.

**FEMA-DR-1952-CA Winter Storms, Flooding, and Debris and Mud Flows—FEMA, California**

While employed by AECOM, served as cultural resources manager. Supported FEMA Region 9 personnel with environmental review of public assistance for 15 projects following winter storms in California. Conducted Section 106 reviews and assisted FEMA staff with determinations of effect and consultation with various federal agencies and Tribes. Coordinated with the client and either drafted or managed memoranda for FEMA staff use during SHPO consultation.

**On-Call Purchase Order—San Diego Gas & Electric (SDG&E), Various Locations throughout San Diego County, California**

While employed by AECOM and ICF, served as principal investigator. Surveyed and monitored for SDG&E wood to steel pole replacement, operation and maintenance, and distribution substation planning projects in southern California. Conducted and organized record searches, field survey, and archaeological documentation for project task orders. Prepared report graphics, Department of Parks and Recreation (DPR) forms, and CEQA and NEPA reports.
This page intentionally left blank
TO: Governing Board
FROM: Management
DATE: March 6, 2020
SUBJECT: Customer Bill Dispute - 258 5th Avenue, Chula Vista

SUMMARY
On November 29, 2019, Monica Salcedo, the account holder, received a water bill in the amount of $945.69. Ms. Salcedo contacted Customer Service regarding the high amount and per the One-Time Adjustments to Customers' Water Bills policy (Policy), was granted a one-time adjustment in the amount of $200. The next time the meter was read for regular billing, the usage was unusually high at 371 cubic feet. This triggered an audit to have the meter rechecked. Field staff rechecked the meter three times and each time found the meter read to be correct and the meter not running. On the third visit, the Customer Service Field Leadworker spoke with Ms. Salcedo and was informed that her husband, Chris Thompson, had made repairs on the property but did not specify what they were.

Mr. Thompson contacted the General Manager and expressed his concerns about the water bill and believed the meter was faulty. Staff contacted Mr. Thompson on behalf of the General Manager and offered to test the meter and waive the $130 meter test deposit fee. Staff informed Mr. Thompson that if the meter was faulty, the account would be adjusted accordingly. Mr. Thompson then asked if the original one-time adjustment could be reversed and instead applied to the current bill. Staff explained that this was not allowed in accordance with the Policy.

Subsequently, the meter tested 100% accurately on four different flow rates. Staff contacted Mr. Thompson by phone and email to report the results and informed him that any additional appeal would need to be addressed to the Board of Directors.

The current amount due on the account is $2,791.66. No additional fees or penalties have been assessed at this time.

PAST BOARD ACTION
The Governing Board has never reversed a one-time adjustment to allow a customer to apply for another one on a larger water bill.
Memo to: Governing Board  
Subject: Customer Bill Dispute - 258 5th Avenue, Chula Vista  
March 6, 2020  
Page 2 of 2

FISCAL IMPACT
If the original one-time adjustment is reversed, and Ms. Salcedo is allowed to apply the one-time adjustment to her current bill, the adjustment would be $1,555.40, lowering the amount due to $1,236.26.

POLICY
One-Time Adjustments to Customers' Water Bills

ALTERNATIVES
1. Deny the request to reverse the prior one-time adjustment in the amount of $200 that was granted on December 26, 2019, and allow the customer to enter into an extended payment plan for 12 months.

2. Grant the request to reverse the $200 one-time adjustment. Adjust the $200 back onto the account, and allow a new adjustment of $1,555.40.

STAFF RECOMMENDATION
Staff recommends that the Governing Board adhere to the Policy (Section 4, item 4.4), and deny the request to reverse the one-time adjustment in the amount of $200 that was granted on December 26, 2019, and allow the customer to enter into an extended payment plan for 12 months.

COMMITTEE RECOMMENDATION
The Finance and Personnel Committee concurred with the Staff Recommendation.

ATTACHMENTS
1. One-Time Adjustments to Customers' Water Bills Policy
2. Consumption history for 258 5th Avenue from January 1, 2018 to present
3. Ms. Salcedo Public Comment from the February 26, 2020 Regular Board meeting
To provide its current and future customers with a safe and reliable water supply.

One-Time Adjustments to Customers’ Water Bills

Control ID: 6055
Policy Owner(s): Director of Administrative Services
Policy Expert(s): Customer Service Manager
Approval Date: 02/05/2020
Approved By: Management

Policy

Sweetwater Authority (Authority) shall adjust a customer’s water bill when it is necessary to provide relief when there is a sudden and unforeseen increase in water usage in accordance with the terms of this One-Time Adjustments to Customers’ Water bills policy (Policy).

Purpose

To set rules for making adjustments to customer water bills so as not to profit by a customer's misfortune.

Scope

This Policy governs the adjustment of all bills prepared and delivered to customers of the Authority. All water bill adjustments calculated by the Authority's Customer Service staff shall be performed in accordance with this Policy.
To provide its current and future customers with a safe and reliable water supply.

Procedure

1. **One-Time Water Bill Adjustments**

   1.1. A one-time adjustment may be made to the customer’s water bill if the following prerequisites are met:

       A. The account is in an active status.

       B. The account has not received an adjustment under this policy in the past.

       C. A properly executed adjustment request form is received prior to the mailing date of the second regular bill mailed; in other words, the second bill mailed after the bill that the customer wishes to adjust.

2. **Calculating One-Time Adjustments**

   2.1. Determine the average use for calculating purposes by adding the usage for the previous 12-month period and divide by the number of bills being considered (normally six bills for bimonthly accounts and 12 bills for monthly accounts).

   2.2. In situations where there is no consumption history, adjustments will be based on average use for the service address, like type users for non-domestic accounts, or other billing periods that the Customer Service Manager deems reasonable.
2.3. To calculate the bill:

A. Figure the dollar amount for the average use determined in item 2.1. of this Policy, by multiplying the average use by the Authority Charge stated in Section 1.2.B of the Supplement to the Rates and Rules.

B. Determine the amount of the excess loss, which is the difference between actual use for the water bill for which an adjustment is requested, and the average use calculated in 2.1. of this Policy.

C. The Director of Finance will compute the wholesale cost of treated water on each occasion when the cost is changed by the San Diego County Water Authority (SDCWA).

D. Multiply the amount of the water loss in hundred cubic feet computed in item 2.3.B. above, by the wholesale cost of water as computed by the Director of Finance in item 2.3.C. above.

E. Add the total dollar amount of the average use (calculated in item 2.3.A. above) to the total dollar amount of the excess loss (calculated in item 2.3.D. above).

F. Subtract the total dollar amount (calculated in item 2.3.A above) from the total water charge of the high bill for which an adjustment is requested to determine the amount of the adjustment.

G. SDCWA surcharges stated in Sections 1.2.B and 1.3 of the Supplement to the Rates and Rules will not be adjusted under this policy.

3. Approval – One-Time Adjustments

3.1. Under this Policy, the Customer Service Manager is authorized to approve adjustments up to $400.
3.2. Under this Policy, the General Manager is authorized to approve adjustment up to $1,500.

3.3. Under this Policy, the Governing Board shall approve or deny adjustments in excess of $1,500.

3.4. The adjustment provided under this Policy will be in the form of a credit against the current balance due on the succeeding month(s) bill(s).

4. Status of Accounts Pending One-Time Adjustments

4.1. Customer water bills waiting for approval will be placed in a pending status and will not be subject to fines, penalties or turnoffs.

4.2. A letter will be sent to the customer as soon as practical after the Authority has made a decision.

4.3. The date and amount of the adjustment will be entered as a notation to the customer data file.

4.4. Once an adjustment is made under this policy, no future adjustments for that account will be considered.

5. Reporting

5.1. The General Manager will provide a quarterly report to the Governing Board through the Finance & Personnel Committee on all adjustments applied to customer water bills under this Policy.

6. Denials

6.1. The Authority has the right to deny a request for a one-time water bill adjustment for the following reasons:
A. When damage to water lines is caused by a city, county, or private contractor, or other third party. The customer must first seek compensation from the entity responsible for the damage before being considered for an adjustment by the Authority.

B. When a customer knowingly permits leaks to continue as stated in the Sweetwater Authority Rates & Rules – Section VIII, “Unauthorized Use or Waste of Water - No consumer shall use water upon any land other than that covered by the Application for Service, nor shall knowingly permit leaks or waste of water,” such as when the excessive use is due to the intentional or negligent act of the customer, or non-responsiveness of the customer to warning signals such as high water bills, leak notifications, visible water, or other factors that should have made the customer reasonably aware of the existence of a leak.

7. Appeals

7.1. Decisions made by the Customer Service Manager regarding a customer’s written request for a water bill adjustment may be appealed by submitting a letter to the General Manager within 30 days from the date of the Denial of Adjustment notification letter.

7.2. If the customer is not satisfied with the General Manager’s decision, (either in support of the Customer Service Manager or concerning his/her decision on adjustment amounts up to $1,500), the customer may appeal the decision by submitting a letter to the Governing Board within 30 days from the date of the Denial of Adjustment notification letter.

7.3. Decisions made by the Governing Board are final.
To provide its current and future customers with a safe and reliable water supply.

Reference Documents

Rates and Rules

Supplement to Rates and Rules 2020

**Account #**
3705100-014

**Service Address**
258 5TH AVE
CHULA VISTA, CA 91910

**Mailing Address**
MONICA SALCEDO
258 5TH AVE
CHULA VISTA, CA 91910

<table>
<thead>
<tr>
<th>Consumption Information</th>
<th>Water</th>
<th>HCF</th>
<th>Charge Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/31/2020</td>
<td></td>
<td>371</td>
<td>$2,535.40</td>
</tr>
<tr>
<td>11/29/2019</td>
<td></td>
<td>125</td>
<td>$936.92</td>
</tr>
<tr>
<td>09/27/2019</td>
<td></td>
<td>56</td>
<td>$350.47</td>
</tr>
<tr>
<td>07/26/2019</td>
<td></td>
<td>47</td>
<td>$287.02</td>
</tr>
<tr>
<td>05/31/2019</td>
<td></td>
<td>56</td>
<td>$350.47</td>
</tr>
<tr>
<td>03/29/2019</td>
<td></td>
<td>47</td>
<td>$287.02</td>
</tr>
<tr>
<td>02/01/2019</td>
<td></td>
<td>41</td>
<td>$238.62</td>
</tr>
<tr>
<td>11/30/2018</td>
<td></td>
<td>22</td>
<td>$105.44</td>
</tr>
<tr>
<td>09/28/2018</td>
<td></td>
<td>24</td>
<td>$118.22</td>
</tr>
<tr>
<td>07/27/2018</td>
<td></td>
<td>26</td>
<td>$131.00</td>
</tr>
<tr>
<td>09/01/2018</td>
<td></td>
<td>41</td>
<td>$233.99</td>
</tr>
<tr>
<td>03/30/2018</td>
<td></td>
<td>15</td>
<td>$62.35</td>
</tr>
<tr>
<td>02/02/2018</td>
<td></td>
<td>21</td>
<td>$99.05</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>892</td>
<td>$5,635.97</td>
</tr>
</tbody>
</table>
This page intentionally left blank.
February 19, 2020

To: Sweetwater authority

From: Monica Salcedo (258 5th Ave., Chula Vista)

We would like Sweetwater Authority to reconsider our billing period from 11/20/19 through 01/31/20. We received a bill for the period of 9/18/19 through 11/19/19 for 945.69. After receiving a bill that high, we requested an adjustment. We were granted approximately a $200 reduction. At that point we asked for a meter check. We never received any correspondence. After calling, we understood that the meter was checked and changed. We were willing to accept the bill and reduction. Later we received a door hanger indicating that we were using more water than normal. We called a leak detection company. They would not charge us because they said we had no leak and that the meter was stable. For the period of 11/20/19 through 01/21/20 we received a bill for $2791.66. These numbers are far beyond our normal use and our ability to pay; far beyond the normal usage for a 40 unit apartment complex. We have inspected the property, and use the property as our primary residence. We have not seen any evidence of a leak of that size.

Please consider that either the meter was malfunctioning or some other irregularity happened resulting in these ENORMOUS bills.

Kind regards,

Monica Salcedo
This page intentionally left blank.
TO: Governing Board
FROM: Management
DATE: March 6, 2020
SUBJECT: Consideration to Issue a Request for Proposals for On-call General Construction Contractor(s)

SUMMARY
At the February 13, 2020 Operations Committee meeting, staff presented a proposed process and timeline for selection of the On-call General Construction Contractor after the expiration of the current contract with El Cajon Grading & Engineering Company, Inc. on August 1, 2020. The Operations Committee concurred with staff’s proposed process and timeline. The first deliverable in the proposed process and timeline is the draft Request for Proposals (RFP) to be presented to the Operations Committee by March 18, 2020. The draft RFP is attached.

The Operations Committee discussed contracting with more than one contractor to allow for more competitive pricing, provide flexibility and accommodate peaks in demand. This option has been incorporated into the attached draft RFP.

The draft RFP includes a sample contract for the on-call work. This sample contract has not yet been reviewed by legal counsel. If the draft RFP is approved by the Operations Committee and Governing Board, staff will submit the attached sample contract to legal counsel for final review, prior to issuing the RFP.

The Authority’s Procurement Policy requires a competitive bid process for Construction Projects over $75,000. Since the cumulative value of the contract will likely exceed $75,000, but the nature of this on-call work does not lend itself to a competitive bid process, the Board can waive application of this requirement for this procurement.

PAST BOARD ACTIONS
January 8, 2020 The Board authorized an extension of the current On-call General Construction Services contract with El Cajon Grading & Engineering Company, Inc., Lakeside, CA, for six months and directed staff to begin the competitive process to select the next On-call General Construction Service contractor and review the process with the Operations Committee prior to advertisement.
Memo to: Governing Board
Subject: Consideration to Issue a Request for Proposals for On-call General Construction Contractor
March 6, 2020
Page 2 of 3

November 12, 2014 The Board awarded a five-year contract to El Cajon Grading & Engineering Company, Inc. for On-call General Construction Services

FISCAL IMPACT
The Contractor(s) selected for the work to be completed under this On-call Contract is paid on a time and materials basis. If the On-call Contractor is used to install a water service, those costs are reimbursed by the property owner. If the On-call Contractor is used to relocate water facilities associated with a street improvement project in the City of Chula Vista, those costs are reimbursed 50 percent by the City. All other work is paid by the Authority.

POLICY
The Authority Procurement Policy and Procedures (Procurement Policy) requires that contracts over $75,000 be awarded by the Board. The Procurement Policy allows for contracts to be executed for up to five (5) years.

Strategic Plan Goal 2: System and Water Supply Reliability (SR) – Achieve an uninterrupted, long-term water supply through investment, maintenance, innovation and developing local water resources.

- Objective SR6: Review plans submitted by Chula Vista, National City, and County of San Diego for street improvement projects to identify potential conflicts, then develop the most cost-effective facility modifications to avoid known or potential conflicts.
- Objective SR7: Review proposed development plans and install necessary infrastructure to ensure the facilities meet the required demand, achieve code compliance, avoid cross-connections, and have minimal-to-zero financial impacts to the Authority's ratepayers.
- Objective SR9: Cost-effectively maintain facilities and infrastructure to optimize their useful life and performance.

ALTERNATIVES
1. Approve the Request for Proposals (RFP) for On-call General Construction Contractor as presented by staff and direct staff to issue the RFP.

2. Modify the Request for Proposals (RFP) for On-call General Construction Contractor and direct staff to issue the modified RFP.
Memo to: Governing Board
Subject: Consideration to Issue a Request for Proposals for On-call General Construction Contractor
March 6, 2020
Page 3 of 3

3. Other direction as determined by the Governing Board.

COMMITTEE RECOMMENDATION
The Operations Committee recommends that the Governing Board approve the Request for Proposals for On-call General Construction Contractor(s), including a statement in the letter indicating the Authority encourages participation of local contractors.

LEGAL COUNSEL RECOMMENDATION
Legal Counsel recommends that the Governing Board waive the application of the Authority’s Procurement Policy regarding competitive bidding for Construction Projects in excess of $75,000.

STAFF RECOMMENDATION
Staff recommends that the Governing Board 1) waive the application of the Authority’s Procurement Policy regarding competitive bidding for Construction Projects in excess of $75,000; 2) approve the Request for Proposals for On-call General Construction Contractor(s), including a statement in the letter indicating the Authority encourages participation of local contractors; and 3) direct staff to bring proposals to the Operations Committee for consideration and recommendation to the Governing Board.

ATTACHMENT
Revised Draft Request for Proposals for On-call General Construction Contractor
This page intentionally left blank.
Subject: REQUEST FOR PROPOSAL FOR TIME AND MATERIALS GENERAL CONSTRUCTION SERVICES
SWA GEN. FILE: TIME AND MATERIALS CONTRACT (GENERAL CONTRACTOR)

To Whom It May Concern:

Sweetwater Authority (Authority) is currently seeking proposals from Class “A” general contractors to provide as-needed time and materials general contracting services. The Authority encourages participation by local contractors doing business within the Authority’s service area.

The required services include portions of the Authority’s annual capital budget, maintenance, water facility relocations due to street improvement work, potholing, flood damage repair, tank cleaning, pump station work, concrete dam repairs and modifications, plumbing, general concrete, general demolition, electrical, and other construction activities as required throughout the water district.

The majority of work will take place within the Authority’s service area, the Robert A. Perdue Water Treatment Plant and Sweetwater Dam (100 Lakeview Avenue, Spring Valley), the Richard A. Reynolds Desalination Facility (3066 North Second Avenue, Chula Vista), and Loveland Dam (Sequan Truck Trail, Alpine). Enclosed is Exhibit A, a map that reflects the Authority’s service area boundary and Loveland Reservoir lands boundary.

A. PROJECT BACKGROUND AND DESCRIPTION

The Authority currently serves a population of nearly 200,000 in National City, the western portion of Chula Vista, and the unincorporated areas of Bonita and Lincoln Acres.

The Authority maintains approximately 400 miles of pipe, 18 storage tanks ranging from 100,000 to 18 million gallons, 21 pump stations, two surface water reservoirs and dams, one surface water treatment plant, 14 production wells, one groundwater desalination facility, and performs a number of street and capital improvement projects. On occasion, the Authority requires the services of a time and materials general contractor to assist in expediting work during peak periods or for emergency repairs.

The Contractor is required to be on-call at all times, be able to respond within twenty-four (24) hours under emergency conditions (major water pipe leaks, county-wide or regional
emergencies, production facility outages, or similar circumstances), and within five (5) days for non-emergencies.

B. GENERAL CONTRACTOR TIME AND MATERIALS SCOPE OF WORK

This section is to provide the Contractor with examples of services that may be needed during the life of the contract. However, there is no guarantee of the quantity or type of work that will actually be needed. The types of projects previously completed under the Authority’s General Contractor Time and Materials contract for the last five years are listed below.

The following services may need to be provided during the contract period:

- Pipeline relocation and/or installation, with pipes ranging in size from ¾-inch to 42 inches in diameter
- Service lateral and meter box relocations
- Fire Service Installations
- Maintenance work at both Sweetwater and Loveland Reservoirs and Dams
- Unscheduled water main leak repairs
- Specialty concrete work for water facilities infrastructure
- Grading operations
- Flood damage mitigation
- Large water tank cleaning and maintenance assistance
- Plumbing work
- Underground utility location work
- Water pump station construction maintenance, repairs, and modifications
- Basic underground and overhead electrical work

Below is a summary of the costs incurred by the current On-call Contractor over the past five years for reference:

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects</td>
<td>$1,905,091.59</td>
</tr>
<tr>
<td>Chula Vista Street Improvement (50% reimbursable)</td>
<td>451,624.13</td>
</tr>
<tr>
<td>County of SD Street Improvement</td>
<td>15,849.74</td>
</tr>
<tr>
<td>National City Street Improvement</td>
<td>329,840.07</td>
</tr>
<tr>
<td>Expense Projects</td>
<td>264,426.25</td>
</tr>
<tr>
<td>Developer Reimbursable Projects (100% reimbursable)</td>
<td>1,217,400.79</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,184,232.57</strong></td>
</tr>
</tbody>
</table>

C. SWEETWATER AUTHORITY PROVIDED ITEMS

If selected and a contract is executed, the items listed below would be provided by the Authority prior to commencing work:
D. CONTRACTOR PROVIDED ITEMS

If selected and a contract is executed, the items listed below would be provided by the Contractor:

- Experienced, qualified, and certified personnel to perform the above listed work
- Project cost estimate for each scope of work provided. This is reviewed and approved by the Authority prior to commencing work.
- Equipment required in order to perform the work
- Assurance that all equipment to be utilized in the field is properly maintained in accordance with the Contractor’s Quality Assurance Plan (QAP) and Safety Program
- Required safety training and related safety gear for tank climbing and confined space access
- Certified “Competent Person” personnel for trench excavations
- Provide the Authority with all as-built data, daily field reports, final reports, and records of all field work
- Submit properly executed daily work reports for each individual project
- Submit separate invoices for each project on a monthly basis

E. SUBMITTAL REQUIREMENTS

Listed below are the submittal requirements. The Authority reserves the right to revise and/or withdraw this request at any time and for any reason.

1. The Contractor must complete the Statement of Contractor’s Qualifications, included as Exhibit B.

2. The submittal shall include a statement indicating the company is staffed in a manner such that the scope of services outlined in this Request for Proposal (RFP) can be prepared and delivered by the Contractor.

3. The submittal shall include a statement indicating the requested services will be provided as outlined by this RFP. All services shall be compensated based on the Contractor’s rate schedule, included as Exhibit C, which shall be included with the submittal and may be adjusted annually based on Caltrans
equipment rates and prevailing wages. This rate shall reflect all costs related to required equipment, personnel, vehicle, mobilization/demobilization, and insurance requirements, exclusive of profit.

4. To clearly understand the magnitude of the Contractor’s effort for a project, please refer to the enclosed Exhibit D. This Sample Job Description reflects a typical general contracting time and materials project and provides the scope of work. The Contractor shall provide a detailed proposed approach, comprehensive cost summary, including specific personnel, equipment, and any other services required for this sample project.

5. The Contractor shall submit completed certification forms included in Exhibit E for Worker’s Compensation, Iran Contracting Act, and Public Works Contractor Certification.

6. Provide a brief history of the company, including any specialty expertise or experience. Identify all existing and past financial relationships between your firm and proposed sub-consultants with current members of the Authority’s Governing Board and staff, and entities for which said members are employed, or have an interest, both past and present. If there are none, your proposal shall clearly state this. The Authority’s Governing Board members can be viewed at http://www.sweetwater.org/board/governing_board.html.

7. The Contractor shall submit a copy of the company’s QAP and a certified copy of the company’s most current safety record (OSHA’s Experience Modification Factor and OSHA 300 Log for Injuries).

8. The Contractor shall provide a current list of projects, dollar value, amount of change orders, and types of work that the Contractor is typically contracted to perform, as required in Exhibit B.

F. PROPOSAL EVALUATION

The Authority will evaluate all proposal submittals. Such evaluation will include, but not be limited to, experience, business reputation, overall qualifications, capacity, and ability to provide the services, QAP progress and Safety Record, as well as other information obtained through background information and references.

This RFP does not commit the Authority to award a contract, to pay any costs incurred in the preparation of the submittal, or to procure or contract for services or supplies. The Authority reserves the right to accept or reject any or all submittals received as a result of this request, to negotiate with any qualified source, or to cancel in part or entirely this RFP, if it is in the best interest of the Authority to do so. The Authority reserves the right to award
contracts to more than one Contractor. The Authority shall not be obligated to contract any or all of the requested services to the retained Contractor(s).

The Authority may require the Contractor(s) to perform services in addition to those identified in this RFP. All services shall be performed on a time and materials basis in accordance with the terms of the contract, unless a separate fixed fee is otherwise agreed upon (see Exhibit E).

A. Proposal Submittal

Six (6) copies of the submittal shall be sent to:

Sweetwater Authority
Engineering Department
505 Garrett Avenue
Chula Vista, CA 91910
Attention: Mr. Mike Wallace

It is not necessary to submit affidavits with the submittal, but this information may be submitted, if desired.

The submittal shall be signed by an individual authorized to bind the Contractor, and shall contain a statement to the effect that the submittal is in effect for ninety (90) days.

B. Schedule of Work

All submitted proposals received will be evaluated, a Contractor or Contractors will be selected, with the work commencing within two (2) weeks of the approval by the Authority’s Governing Board, extending for one year from contract execution, unless an extension is granted or the contract is terminated.

C. Contract and Insurance Requirements

If selected, the Contractor will be required to enter into a Contract for Time and Materials Services with the Authority (see enclosed Exhibit E).

D. Bonding

The successful Contractor will be required to submit initial $250,000 Performance bonds and Payment bonds, increasing the bond capacities, as required. Please see Exhibit E for a sample bond.
CONTRACTOR SELECTION SCHEDULE

A contract will be awarded to cover the proposed prevailing wage work for one year from contract execution. The contract may be renewed on an annual basis for a total contract time of up to five (5) years if the selected contractor demonstrates satisfactory performance. Unsatisfactory performance or response time may be grounds for terminating the contract, and the contract may be awarded to another Contractor.

Contract renewal is expected to occur on or before the anniversary of the contract execution date. It is anticipated that the type of services required will remain constant, but the frequency and/or amount will vary from year to year. There is no minimum or maximum amount of guaranteed work.

1. All RFP packages must be submitted to the Authority’s Engineering Department NO LATER THAN 5:00 P.M., May 20, 2020.

2. Staff will evaluate the submittals and recommend contract award to the Authority’s Governing Board via the Operations Committee.

3. A contract between the Authority and the successful Contractor(s) will be processed and a Notice to Proceed will be issued.

If you have any questions regarding the proposal or the scope of work requested, please contact Mr. Mike Wallace at (619) 409-6884, or e-mail at mwallace@sweetwater.org.

Sincerely,

SWEETWATER AUTHORITY

Ron R. Mosher
Director of Engineering

XXX:MW:xx

enclosures: Exhibit A – Service Area Map
Exhibit B – Statement of Contractor’s Qualifications
Exhibit C – Equipment Rate Schedule
Exhibit D – Sample Job Description
Exhibit E – Certification Forms
Exhibit F – Sample Contract
Draft RFP Rating Form
This page intentionally left blank.
### STATEMENT OF CONTRACTOR’S QUALIFICATIONS

1. **Name of company:**

2. **Business address:**

3. **When organized:**

4. **Where incorporated:**

5. **Length of time the company has been licensed to do business in San Diego County:**
   - Lic. Class
   - Lic. #

6. **Length of time the company has had a contractor’s license:**

7. **How many years has the company engaged in the contracting business under the present company name:**

8. **Brief company history:**

9. **List the company’s bonding capacity and general liability insurance for the last five years:**

10. **List all applicable references, primarily from other public agencies that the company has had as clients:**

11. **Contracts in progress with current completion schedule (percent of work remaining) and gross dollar amount of each contract:**

12. **General character of work performed by your company:**
EXHIBIT B
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

STATEMENT OF CONTRACTOR’S QUALIFICATIONS

13. Has the company ever failed to complete any work awarded to it:___________
   If so, where and why:______________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

14. Has the company ever defaulted on a contract:___________________________
   If so, where and why:______________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

15. List of major facilities constructed by your company, including approximate cost:
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

16. List your major equipment: Use Exhibit D
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

17. Experience in construction work similar to this time and materials project:_____
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

18. List names, background, and experience of the principal members of your
   personnel, including the officers:___________________________________________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

19. List related project experience with names of assigned personnel:____________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________
   _______________________________________________________________________

20. Attach Résumés of all related personnel to be permanently assigned to the Authority’s
   work.

21. Total number of employees:_____________________________________________
22. Total number of foremen:__________________________________________
23. How many office personnel:______________________________________
25. Complete the attached financial statement on accompanying form.
26. Attach banking and other references.
27. Statement of approach and understanding of the on-call services required under this contract, with key personnel listed:______________________________________________
28. Attach the Contractor’s Safety Plan and reportable accident record.
29. Attach the Contractor’s Quality Assurance Plan (QAP) and Quality Control Plan
30. What percentage of your work do you subcontract:______________________
31. List all of your subcontractors:______________________________________
32. Acknowledge that you understand this is a prevailing wage contract by signing here:____________________________________________________
   (Signature)    (Name, printed legibly)
33. At any time during the last five (5) years has your company, or any of its owners or officers, been convicted of a crime involving the awarding of a contract of a government construction project, or the bidding or performance of a government contract?
   Yes □ or No □
34. Is your company eligible to bid on or be awarded a public works contract or perform as a subcontractor on a public works contract pursuant to either Labor Code section 1777.1 or Labor Code section 1777.7?
   Yes □ or No □. If the answer is "No," state the beginning and ending dates of the period or debarment.
35. Has your contractor’s license been revoked at any time in the past five (5) years?
   Yes □ or No □
36. Has a surety company completed a contract on your behalf or paid for completion because your company was default terminated by the project owner within the last five (5) years? Yes □ or No □
37. At any time in the past five (5) years, has your company been assessed and paid liquidated damages after completion of a project under a construction contract with either a public or private owner? Yes [ ] or No [ ]. If the answer is "Yes," explain on a separate signed page, identifying all such projects by owner, owner's address, date of project completion, amount of liquidated damages assessed, and all other information necessary to fully explain the assessment of liquidated damages.

38. In the past five (5) years has any claim against your company concerning your company's work on a construction project been filed in court or arbitration? Yes [ ] or No [ ]. If the answer is "Yes," on separate signed sheet of paper, identify the claim(s) by providing the project name, date of the claim, name of the claimant, a brief description of the nature of the claim, the court in which the case was filed and a brief description of the status of the claim (pending, or if resolved, a brief description of the resolution).

39. In the past five (5) years, has your company made any claim against a project owner concerning work on a project or payment for a contract and filed that claim in court or arbitration? Yes [ ] or No [ ]. If the answer is "Yes," on a separate signed sheet(s) of paper identify the claim by providing the project name, date of the claim, name of the entity(ies) against whom the claim was filed, a brief description of the nature of the claim, the court in which the case was filed and a brief description of the status of the claim (pending, or if resolved, a brief description of the resolution).

40. In the past five (5) years, has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your company? Yes [ ] or No [ ]. If the answer is "Yes," explain on a separate signed page, the name of the insurance carrier, the form of insurance and the year of the refusal.

41. Has the CAL OSHA cited and assessed penalties against your company for any "serious," "willful," or "repeat" violations of its safety or health regulations in the past five (5) years? Yes [ ] or No [ ]. Note: If you have filed an appeal of a citation, and the CAL OSHA Board has not yet ruled on your appeal, you need not include information about it. If the answer is "Yes," attach a separate signed page describing the citations, including information about the dates of the citations, the nature of the violation, the project on which the citation(s) was/were issued, the amount of penalty paid, if any. If the citation was appealed to the CAL OSHA Board and its decision has been issued, state the case number and the date of the decision.

42. Has the federal OSHA cited and assessed penalties against your company in the past five (5) years? Yes [ ] or No [ ]. Note: If you have filed an appeal of a citation and the appeals board has not yet ruled on your appeal, or if there is a court appeal pending, you need not include information about the citation. If the answer is "Yes," attach a separate signed page describing each citation.

43. Has the Director of Industrial Relations or any governmental labor relations department cited and assessed penalties against your company in the past five (5) years? Yes [ ] or No [ ]. Note: If you have filed an appeal of a citation and the
appeals board has not yet ruled on your appeal, or if there is a court appeal pending, you need not include information about the citation. If the answer is "Yes," attach a separate signed page describing each citation.

44. Has the EPA or any air quality management district or any regional water quality control board cited and assessed penalties against either your company or the owner of a project on which your company was the contractor in the past five (5) years? Yes ☐ or No ☐. Note: If you have filed an appeal of a citation and the appeals board has not yet ruled on your appeal, or if there is a court appeal pending, you need not include information about the citation. If the answer is "Yes," attach a separate signed page describing each citation.

45. How often do you require documented safety meetings to be held for construction employees and field supervisors during the course of a project? _______________ _______________

46. List your company's Experience Modification Rate (EMR) (California Workers' Compensation Insurance) for each of the past three (3) premium years. Note: An EMR is issued to your company annually by your Workers' Compensation Insurance carrier. Current Year:_____ Previous Year:_____ Year Prior to Previous Year:_______. If your EMR for any of these three (3) years is or was 1.00 or higher, you may, if you wish, attach a letter of explanation.

47. Within the last five (5) years, has there ever been a period when your company had employees but was without workers' compensation insurance or a state-approved self-insurance? Yes ☐ or No ☐. If the answer is "Yes," please explain the reason for the absence of workers' compensation insurance on a separate signed page. If the answer is "No," please provide a statement by your current workers' compensation insurance carrier that verifies periods of workers' compensation insurance coverage for the past five (5) years. (If your company has been in the construction business for less than five (5) years, provide a statement by your workers' compensation insurance carrier verifying continuous workers' compensation insurance coverage for the period that your company has been in the construction business.)

48. List the top five references in the following format:

Reference #1
District or Entity:________________________________________________________
Phone No.:_____________________________________________________________
Address:_______________________________________________________________
Name of Contact:________________________________________________________
Scope of Work:__________________________________________________________
Dollar Amount:__________________________________________________________

Reference #2
District or Entity:________________________________________________________
STATEMENT OF CONTRACTOR’S QUALIFICATIONS

Phone No.:__________________________________________
Address:____________________________________________
Name of Contact:____________________________________
Scope of Work:______________________________________
Dollar Amount:_______________________________________

Reference #3
District or Entity:____________________________________
Phone No.:__________________________________________
Address:____________________________________________
Name of Contact:____________________________________
Scope of Work:______________________________________
Dollar Amount:_______________________________________

Reference #4
District or Entity:____________________________________
Phone No.:__________________________________________
Address:____________________________________________
Name of Contact:____________________________________
Scope of Work:______________________________________
Dollar Amount:_______________________________________

Reference #5
District or Entity:____________________________________
Phone No.:__________________________________________
Address:____________________________________________
Name of Contact:____________________________________
Scope of Work:______________________________________
Dollar Amount:_______________________________________
EXHIBIT B
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

STATEMENT OF CONTRACTOR’S QUALIFICATIONS

CONDENSED CURRENT FINANCIAL REPORT

Condition at close of business on: __________________________ 20 ____

1. Cash: (a) On hand $_____  (b) In bank $_____  (c) Elsewhere $____________

2. Notes receivable: (a) Due within ninety (90) days__________________________
   (b) Due after ninety (90) days__________________________
   (c) Past due__________________________

3. Accounts receivable from completed contracts, exclusive of claims not approved for payment: __________________________

4. Sums earned on uncompleted contracts as shown by Engineer’s or Architect’s estimate.
   (a) Amount receivable after deducting retainage __________________________
   (b) Retainage to date, due upon completion of contracts __________________________

5. Accounts receivable from sources other than construction contracts:__________

6. Deposit for bids or other guarantees:
   (a) Recoverable within ninety (90) days__________________________
   (b) Recoverable after ninety (90) days __________________________

7. Interest accrued on loans, securities, etc.: __________________________

8. Real Estate:     (a) Used for business purposes__________________________
   (b) Not used for business purposes__________________________

9. Stocks and Bonds: (a) Listed - Present market value__________________________
   (b) Unlisted - Present value __________________________

10. Materials in stock not included in Item 4:
    (a) For uncompleted contracts (present value)__________________________
    (b) Other materials (present value)__________________________

11. Equipment, book value:______________________________________

12. Furniture and fixtures, book value:______________________________________

13. Other assets:______________________________________

TOTAL ASSETS:______________________________________
EXHIBIT B
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

STATEMENT OF CONTRACTOR’S QUALIFICATIONS

LIABILITIES

1. Notes Payable:  
   (a) To banks regular
   (b) To banks for certified checks
   (c) To others for equipment obligations
   (d) To others exclusive of equipment obligations

2. Accts. Payable*:  
   (a) Net past due
   (b) Past due

3. Real estate encumbrances

4. Other liabilities*  
   *Includes all amounts owing subcontractors for all work in place and accepted or completed and uncompleted contracts, including retainage.

5. Reserves:

6. Capital stock paid up:  
   (a) Common
   (b) Common
   (c) Preferred

7. Surplus (net worth)  
   Earned $
   Unearned $

TOTAL LIABILITIES $

CONTINGENT LIABILITIES

1. Liability on notes receivable, discounted, or sold

2. Liability on accounts receivable, pledged, assigned, or sold

3. Liability as bondsmen

4. Liability as guarantor on contracts or on accounts of others

5. Other contingent liabilities

TOTAL CONTINGENT LIABILITIES

*Dollars and cents

*Attach additional sheets giving the information.
EXHIBIT C
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

EQUIPMENT RATE SCHEDULE

<table>
<thead>
<tr>
<th>EXCAVATORS</th>
<th>HOURLY MAINTAINED AND OPERATED</th>
<th>DAILY (BARE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>385L CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>365 II CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>350L CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>345B CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>345C CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>330CL CAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>328CR CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>325BL CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>320CL CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>314CCR CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>305CR CAT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Excavators are equipped with Quick Couplers; Machines include operator only

<table>
<thead>
<tr>
<th>BACKHOE LOADER</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>416 CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>420 CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>430D CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>446D CAT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXCAVATOR/BACKHOE ATTACHMENTS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Auger with 305</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8000# Breaker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>750# Breaker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>500# Breaker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concrete Cruncher</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bedding Conveyor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blade Attachment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Claw with Thumb</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compaction Wheel (excavator)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compaction Wheel (backhoe)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ripper (365/385)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ripper (345/350)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skeleton Bucket</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## EXHIBIT C
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

### EQUIPMENT RATE SCHEDULE

<table>
<thead>
<tr>
<th>LOADERS</th>
<th>HOURLY MAINTAINED AND OPERATED</th>
<th>DAILY (BARE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>966G CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>950G/H CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>938G CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>928G CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT14G CAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>246/248 CAT SKID STEER (with attachments)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>277 CAT SKID STEER (with attachments)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pavement Profiler (248 attachment plus teeth)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DOZERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>D6M CAT</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMPACTION EQUIPMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18' Bee Gee Scraper (no puller)</td>
<td></td>
</tr>
<tr>
<td>84&quot; Vibratory Roller</td>
<td></td>
</tr>
<tr>
<td>850 Rex Compactor</td>
<td></td>
</tr>
<tr>
<td>4X4 Sheepsfoot</td>
<td></td>
</tr>
<tr>
<td>5X5 Sheepsfoot</td>
<td></td>
</tr>
<tr>
<td>Towne Disk</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BLADES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>12G CAT</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CRANES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15 Ton R/T</td>
<td></td>
</tr>
<tr>
<td>15 Ton Boom Truck</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WATER TRUCKS AND EQUIPMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4,000 Gallon (3 axle)</td>
<td></td>
</tr>
<tr>
<td>2,000 Gallon (2 axle)</td>
<td></td>
</tr>
<tr>
<td>10,000 Water Tower</td>
<td></td>
</tr>
<tr>
<td>Stand Pipe</td>
<td></td>
</tr>
<tr>
<td>Rain Gun</td>
<td></td>
</tr>
</tbody>
</table>
EXHIBIT C
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

EQUIPMENT RATE SCHEDULE

<table>
<thead>
<tr>
<th></th>
<th>HOURLY MAINTAINED AND OPERATED</th>
<th>DAILY (BARE)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OTHER EQUIPMENT**

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>CC135 Vermer Rock Saw (with Teeth)</td>
<td></td>
</tr>
<tr>
<td>Forklift 7000#</td>
<td></td>
</tr>
<tr>
<td>Skytrak Telescopic Forklift</td>
<td></td>
</tr>
</tbody>
</table>

**ELECTRICAL EQUIPMENT**

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 KW Generator *</td>
<td></td>
</tr>
<tr>
<td>25 KW Generator *</td>
<td></td>
</tr>
<tr>
<td>3.5 KW Generator *</td>
<td></td>
</tr>
<tr>
<td>3 Phase Cord (100’)</td>
<td></td>
</tr>
<tr>
<td>1 Phase Cord (100’)</td>
<td></td>
</tr>
<tr>
<td>50 Amp Tenpower (100’)</td>
<td></td>
</tr>
<tr>
<td>Tenpower Box</td>
<td></td>
</tr>
<tr>
<td>Light Tower</td>
<td></td>
</tr>
</tbody>
</table>

*Generators Based on 8 hour days

**WATER PUMPS AND ACCESSORIES**

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>4” Trash Pump</td>
<td></td>
</tr>
<tr>
<td>3” Pump</td>
<td></td>
</tr>
<tr>
<td>1-1/2” to 2” Pump</td>
<td></td>
</tr>
<tr>
<td>4” Submersible Pump</td>
<td></td>
</tr>
<tr>
<td>3” Submersible Pump</td>
<td></td>
</tr>
<tr>
<td>2” Submersible Pump</td>
<td></td>
</tr>
<tr>
<td>2-1/2” Fire Hose (50’)</td>
<td></td>
</tr>
<tr>
<td>1-1/2” Fire Hose (50’)</td>
<td></td>
</tr>
<tr>
<td>6” Steel Highline (40’)</td>
<td></td>
</tr>
<tr>
<td>Water Test Pump</td>
<td></td>
</tr>
</tbody>
</table>

**LABOR AND EQUIPMENT**

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendent with Truck</td>
<td></td>
</tr>
<tr>
<td>Foreman</td>
<td></td>
</tr>
<tr>
<td>Foreman (with Truck and Tools)</td>
<td></td>
</tr>
<tr>
<td>Operator/Oiler</td>
<td></td>
</tr>
<tr>
<td>Grade Checker</td>
<td></td>
</tr>
<tr>
<td>Truck Driver</td>
<td></td>
</tr>
<tr>
<td><strong>Laborer/Pipelayer</strong></td>
<td><strong>HOURLY MAINTAINED AND OPERATED</strong></td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td><strong>Carpenter</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Concrete Structure Truck (with Tools, no Labor)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>1 Ton Truck (with Tools, no Labor)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Pick-up (no Labor)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mechanic/Welder Shop Rate</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mechanic and Truck</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Welder and Truck</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Three Axle Lube Truck (with Labor)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Two Axle Lube Truck (with Labor)</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TRUCKS AND TRAILERS</strong></th>
<th><strong>HOURLY MAINTAINED AND OPERATED</strong></th>
<th><strong>DAILY (BARE)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Truck and Pup</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>10 Wheel Dump</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Semi-End/Side Dump</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Semi-End Dump/High Side</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Truck Tractor (with 40’ Flat)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Truck Tractor (with Trash Container, plus Dump Fees)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6 Yard Dump (Bobtail)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>16’ Flat Bed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1 Ton Flat Delivery Truck</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tilt Bed Equipment Trailer</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LOW BEDS</strong></th>
<th><strong>HOURLY MAINTAINED AND OPERATED</strong></th>
<th><strong>DAILY (BARE)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5 Axle Legal Weight Dovetail (3 hour minimum)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5 Axle Legal Weight</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5 Axle Green Weight</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5 Axle Purple Weight</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7 Axle</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pilot Car</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Additional charge for moving permits</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>MISCELLANEOUS EQUIPMENT</strong></th>
<th><strong>HOURLY MAINTAINED AND OPERATED</strong></th>
<th><strong>DAILY (BARE)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Air Compressor 100 to 185 cfm</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Arrow Board</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Message Board</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HDPE Fusion Machine</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Blower</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## EXHIBIT C
### TIME AND MATERIALS CONTRACT
#### (GENERAL CONTRACTOR)

### EQUIPMENT RATE SCHEDULE

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Hourly Maintained and Operated</th>
<th>Daily (Bare)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedding Box</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cement Mixer 1 Sack</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concrete Bucket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concrete Vibrator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concrete Hydraulic Saw (with Chain Wear)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cutoff Saw (with Blades)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall Safety Equipment (with Tripod)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas Detector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact Wrenches (1&quot;&quot;)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact Wrenches (3/4&quot;)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laser and Accessories</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metal Detector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power Trowel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ramset Gun (with shots)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rotohammer (with bits)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sandblaster</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sewer Leak Testing Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scissor Lift 48&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tack Sprayer (with Oil)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trench Plates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trench Boxes/Shields (per section)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trench Box Manhole (per section)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trench Shoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vibrating Plate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wacker Tamper</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Service Freeze Kit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wayne Ball Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welder 200 Amp</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wet Tapping Machine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rock Screen/Grizzly (non-power)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
This page intentionally left blank.
It is 10:00 p.m. on Thursday, December 24, and the 16-inch asbestos cement (AC) pipe in National City Boulevard has developed a major leak located just north of the west-bound SR-54 off ramp, flooding the entire street and covering it with mud. Your company receives a phone call from Sweetwater Authority’s Construction Manager asking you to mobilize, repair the leak and reactivate the main.

Response:
This page intentionally left blank.
EXHIBIT E
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

Include the completed forms from this Exhibit E with the submittal in response to the Request for Proposals:

- Contractor’s Certificate Regarding Workers’ Compensation form.
- Iran Contracting Act Certification form.
- Public Works Contractor Registration Certification form.
I am aware of the provisions of section 3700 of the Labor Code which require every employer to be insured against liability for workers’ compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this Contract.

Name of Contractor_____________________________

Signature _________________________________

Name _________________________________

Title _________________________________

Dated _________________________________

END OF CONTRACTOR’S CERTIFICATE REGARDING WORKERS’ COMPENSATION
EXHIBIT E
TIME AND MATERIALS CONTRACT
(GENERAL CONTRACTOR)

IRAN CONTRACTING ACT CERTIFICATION
(Public Contract Code section 2200 et seq.)

As required by California Public Contract Code section 2204, the Contractor certifies subject to penalty for perjury that the option checked below relating to the Contractor's status in regard to the Iran Contracting Act of 2010 (Public Contract Code section 2200 et seq.) is true and correct:

☐ The Contractor is not:

(i) identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code section 2203; or

(ii) a financial institution that extends, for forty-five (45) days or more, credit in the amount of $20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.

☐ The Authority has exempted the Contractor from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the Authority will be unable to obtain the goods and/or services to be provided pursuant to the Contract.

☐ The amount of the Contract payable to the Contractor for the Project does not exceed $1,000,000.

Signed: ________________________________
Titled: ________________________________
Firm: ________________________________
Date: ________________________________

Note: In accordance with Public Contract Code section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of $250,000 or twice the Contract amount, termination of the Contract and/or ineligibility to bid on contracts for three years.

END OF IRAN CONTRACTING ACT CERTIFICATION
Pursuant to Labor Code sections 1725.5 and 1771.1, all contractors and subcontractors that wish to bid on, be listed in a bid proposal, or enter into a contract to perform public work must be registered with the Department of Industrial Relations. See http://www.dir.ca.gov/Public-Works/PublicWorks.html for additional information.

No bid will be accepted nor any contract entered into without proof of the contractor’s and subcontractors’ current registration with the Department of Industrial Relations to perform public work.

Bidder hereby certifies that it is aware of the registration requirements set forth in Labor Code sections 1725.5 and 1771.1 and is currently registered as a contractor with the Department of Industrial Relations.¹

Name of Bidder: __________________________

DIR Registration Number: ______________________

Small Project Exemption: _______ Yes or _______ No

Bidder further acknowledges:

1. Bidder shall maintain a current DIR registration for the duration of the project.

2. Bidder shall include the requirements of Labor Code sections 1725.5 and 1771.1 in its contract with subcontractors and ensure that all subcontractors are registered at the time of bid opening and maintain registration status for the duration of the project.

3. Failure to submit this form or comply with any of the above requirements may result in a finding that the bid is non-responsive.

Name of Bidder: __________________________

Signature: __________________________

Name and Title: __________________________

Dated: __________________________

¹ If the Project is exempt from the contractor registration requirements pursuant to the small project exemption under Labor Code sections 1725.5 and 1771.1, please mark “Yes” in response to “Small Project Exemption.”
ON-CALL CONTRACT FOR GENERAL CONSTRUCTION SERVICES

THIS CONTRACT, No. ___, is made this ___ day of _____, 2020, in the County of San Diego, State of California, by and between Sweetwater Authority hereinafter called the “Authority”, and _______________________, hereinafter called “Contractor”. The Authority and Contractor may be collectively referred to as the “Parties” and individually as a “Party.”

RECITALS

1. The Authority is a public agency of the State of California and is in need of general construction services on an as-needed on-call basis.

2. Contractor is duly licensed in the State of California and has the necessary qualifications to provide such services.

3. The Parties desire to enter into this On-Call Contract (“Contract”) for the purpose of setting forth the terms and conditions upon which Contractor shall render certain services to the Authority.

NOW, THEREFORE, THE PARTIES HERETO HEREBY AGREE AS FOLLOWS:

ARTICLE 1 - SCOPE OF WORK.

The Authority desires to engage Contractor on an on-call basis. To this end, the Authority will issue individual Task Orders which incorporate proposals submitted by Contractor more particularly describing the Work to be performed by Contractor during the term of this Contract (“Task Order”). The Contractor shall provide all labor, materials, equipment, tools, utility services, and transportation to complete all of the work required within the time stipulated in and in strict compliance with the Contract Documents and the Task Order(s) to be issued pursuant to this Contract. Contractor and its surety shall be liable to the Authority for any damages arising as a result of the Contractor’s failure to comply with this obligation.

ARTICLE 2 - TASK ORDERS.

The Authority may, from time to time, authorize certain work by issuing a Task Order to Contractor and the provisions of this Agreement shall apply to all such Task Orders. The Task Order shall be in such form and content as set forth on Attachment “A” attached hereto and by this reference incorporated herein. Contractor shall not perform and the Authority shall not be liable for any services performed by Contractor unless authorized by the Authority. The cost and means of compensation for of such Task Order and any completion date that might be required thereby shall be mutually agreed upon in writing as set forth in each Task Order.

ARTICLE 3 - TIME FOR COMPLETION.

It is agreed that timely completion is of critical importance in completing this work and the time limit for the completion of the Work shall be determined as each Task Order is assigned to the Contractor.
ARTICLE 4 -TERM OF CONTRACT.

The term of the Contract will be for five (5) years from the date of this Contract, ending January 31, 2020.

ARTICLE 5 -CONTRACT PRICE.

The Authority agrees to pay, and the Contractor agrees to accept as full payment for the work agreed to be performed, the prices set forth in each Task Order, in the manner and with such additions or deductions as are provided for in this Contract.

ARTICLE 6 -COMPONENT PARTS OF THE CONTRACT.

The “Contract Documents” include the following:

- Request for Proposal
- Contractor Proposal
- Contractor’s Certificate Regarding Workers’ Compensation
- Contract
- Performance Bond
- Payment Bond
- Executed Task Orders
- General Conditions
- Sweetwater Authority Standard Specifications for Construction of Water Facilities
  (Excluding Sections 1-9 in their entirety)
- Any other documents contained in or incorporated into the Contract

The Contractor shall complete the Work in strict accordance with all of the Contract Documents.

All of the Contract Documents are intended to be complementary. Work required by one of the Contract Documents and not by others shall be done as if required by all. This Contract shall supersede any prior agreement of the Parties.

ARTICLE 7 -PROVISIONS REQUIRED BY LAW.

Each and every provision of law required to be included in these Contract Documents shall be deemed to be included in these Contract Documents. The Contractor shall comply with all requirements of the California Labor Code applicable to this Project.

ARTICLE 8 -INDEMNIFICATION.

Contractor shall provide indemnification and defense to the Authority as set forth in the General Conditions.

ARTICLE 9 -PREVAILING WAGES.

Contractor shall be required to pay the prevailing rate of wages in accordance with the Labor Code which such rates shall be made available at the Authority’s Engineering Department or may be obtained online at http://www.dir.ca.gov/dslr and which must be posted at the job site.
IN WITNESS WHEREOF, this Contract has been duly executed by the above-named parties, on the day and year above written.

__________________________________________
Name of Contractor

By _____________________________________
Name and Title: __________________________
License No. _____________________________
Date: __________________________________

By______________________________
Patricia “Tish” Berge,
General Manager

Date: ____________________________

(Corporate Seal)

(ALL SIGNATURES MUST BE NOTARIZED AND CORPORATE SEALS AFFIXED, IF APPLICABLE)

Approved as to form this _____________day of ___________________ 20___.

(Artorney for Sweetwater Authority)

END OF CONTRACT
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of ___________________________

On ____________________ before me, __________________

Date

Here Insert Name and Title of the Officer

personally appeared ____________________________

Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature ____________________________

Signature of Notary Public

Place Notary Seal Above

NOTE: This acknowledgment is to be completed for Contractor/Principal.
PERFORMANCE BOND

KNOW ALL PERSONS BY THESE PRESENTS:

THAT WHEREAS, Sweetwater Authority (hereinafter referred to as the “Authority”) has awarded to Frank and Son Paving, Inc., (hereinafter referred to as the “Contractor”) an agreement for GENERAL CONTRACTOR TIME AND MATERIALS (hereinafter referred to as the “Project”).

WHEREAS, the work to be performed by the Contractor is more particularly set forth in the Contract Documents for the Project dated _________________, (hereinafter referred to as “Contract Documents”), the terms and conditions of which are expressly incorporated herein by reference; and

WHEREAS, the Contractor is required by said Contract Documents to perform the terms thereof and to furnish a bond for the faithful performance of said Contract Documents.

NOW, THEREFORE, we, _________________________________________________, the undersigned Contractor and ___________________________________________________, as Surety, a corporation organized and duly authorized to transact business under the laws of the State of California, are held and firmly bound unto the Authority in the sum of two hundred and fifty thousand dollars, ($250,000), for which amount well and truly to be made, we bind ourselves, our heirs, executors and administrators, successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that, if the Contractor, his or its heirs, executors, administrators, successors or assigns, shall in all things stand to and abide by, and well and truly keep and perform the covenants, conditions and agreements in the Contract Documents and any alteration thereof made as therein provided, on its part, to be kept and performed at the time and in the manner therein specified, and in all respects according to their intent and meaning; and shall faithfully fulfill all obligations including the one-year guarantee of all materials and workmanship; and shall indemnify and save harmless the Authority, its officers and agents, as stipulated in said Contract Documents, then this obligation shall become null and void; otherwise it shall be and remain in full force and effect.

As a condition precedent to the satisfactory completion of the Contract Documents, unless otherwise provided for in the Contract Documents, the above obligation shall hold good for a period of one (1) year after the acceptance of the work by the Authority, during which time if Contractor shall fail to make full, complete, and satisfactory repair and replacements and totally protect the Authority from loss or damage resulting from or caused by defective materials or faulty workmanship the above obligation in penal sum thereof shall remain in full force and effect. However, anything in this paragraph to the contrary notwithstanding, the obligations of Surety hereunder shall continue so long as any obligation of Contractor remains. Nothing herein shall limit the Authority’s rights or the Contractor or Surety’s obligations under the Contract, law or equity, including, but not limited to, California Code of Civil Procedure section 337.15.
Whenever Contractor shall be, and is declared by the Authority to be, in default under the Contract Documents, the Surety shall remedy the default pursuant to the Contract Documents, or shall promptly, at the Authority’s option:

(1) Take over and complete the Project in accordance with all terms and conditions in the Contract Documents; or

(2) Obtain a Bid or Bids for completing the Project in accordance with all terms and conditions in the Contract Documents and upon determination by Surety of the lowest responsive and responsible Bidder, arrange for a Contract between such Bidder, the Surety and the Authority, and make available as work progresses sufficient funds to pay the cost of completion of the Project, less the balance of the contract price, including other costs and damages for which Surety may be liable. The term “balance of the contract price” as used in this paragraph shall mean the total amount payable to Contractor by the Authority under the Contract and any modification thereto, less any amount previously paid by the Authority to the Contractor and any other set offs pursuant to the Contract Documents.

(3) Permit the Authority to complete the Project in any manner consistent with California law and make available as work progresses sufficient funds to pay the cost of completion of the Project, less the balance of the contract price, including other costs and damages for which Surety may be liable. The term “balance of the contract price” as used in this paragraph shall mean the total amount payable to Contractor by the Authority under the Contract and any modification thereto, less any amount previously paid by the Authority to the Contractor and any other set offs pursuant to the Contract Documents.

Surety expressly agrees that the Authority may reject any contractor or subcontractor which may be proposed by Surety in fulfillment of its obligations in the event of default by the Contractor.

Surety shall not utilize Contractor in completing the Project nor shall Surety accept a Bid from Contractor for completion of the Project if the Authority, when declaring the Contractor in default, notifies Surety of the Authority’s objection to Contractor’s further participation in the completion of the Project.

The Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Contract Documents or to the Project to be performed thereunder shall in any way affect its obligations on this bond, and it does hereby waive notice of any such change, extension of time, alteration or addition to the terms of the Contract Documents or to the Project.

[CONTINUED ON FOLLOWING PAGE]
IN WITNESS WHEREOF, we have hereunto set our hands and seals this ______ day of ____________, 20__.  

_________________________________________  (Corporate Seal)

Contractor/ Principal

By _______________________________________

Title _______________________________________

(Attach Acknowledgment Form)

_________________________________________  (Corporate Seal)

Surety

By _______________________________________

Attorney-in-Fact

(Attach Attorney-in-Fact Certificate)

Title _______________________________________

Signatures of those signing for the Contractor and Surety must be notarized and evidence of corporate authority attached.

The rate of premium on this bond is __________ per thousand. The total amount of premium charges, $___________________________.

(The above must be filled in by corporate attorney.)

THIS IS A REQUIRED FORM
Any claims under this bond may be addressed to:
(Name, Address and Telephone number of Surety) __________________________________________

_________________________________________

_________________________________________

_________________________________________

(Name, Address and Telephone number of Agent or Representative for service of process in California, if different from above)

_________________________________________

_________________________________________

_________________________________________

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT
CIVIL CODE § 1189

PERFORMANCE BOND
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California )
County of ___________________________ )
On ______________________ before me, ____________________________________________
Date

personally appeared ___________________________________________________________

Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

________________________________________________________
Signature of Notary Public

Place Notary Seal Above

NOTE: This acknowledgment is to be completed for Contractor/Principal.
CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT             CIVIL CODE § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of ________________________________

On ______________________ before me, ____________________________

Date

Here Insert Name and Title of the Officer

personally appeared ____________________________

Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature ________________________________

Signature of Notary Public

Place Notary Seal Above

NOTE: This acknowledgment is to be completed for the Attorney-in-Fact. The Power-of-Attorney to local representatives of the bonding company must also be attached.
PAYMENT BOND

KNOW ALL MEN BY THESE PRESENTS that:

WHEREAS, Sweetwater Authority (hereinafter designated as the “Authority”), by action taken or a resolution passed _________________ has awarded to ______________________, hereinafter designated as the “Principal,” a contract for the work described as follows:

GENERAL CONTRACTOR TIME AND MATERIALS (the “Project”); and

WHEREAS, said Principal is required to furnish a bond in connection with said contract; providing that if said Principal or any of its Subcontractors shall fail to pay for any materials, provisions, provender, equipment, or other supplies used in, upon, or about the performance of the work contracted to be done, or for any work or labor done thereon of any kind, or for amounts due under the Unemployment Insurance Code or for any amounts required to be deducted, withheld, and paid over to the Employment Development Department from the wages of employees of said Principal and its Subcontractors with respect to such work or labor the Surety on this bond will pay for the same to the extent hereinafter set forth.

NOW THEREFORE, we, the Principal and ___________________________________, as Surety, are held and firmly bound unto the Authority in the penal sum two hundred and fifty thousand dollars ($250,000) lawful money of the United States of America, for the payment of which sum well and truly to be made, we bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH that if said Principal, his or its subcontractors, heirs, executors, administrators, successors or assigns, shall fail to pay any of the persons named in section 9100 of the Civil Code, fail to pay for any materials, provisions or other supplies, used in, upon, or about the performance of the work contracted to be done, or for any work or labor thereon of any kind, or amounts due under the Unemployment Insurance Code with respect to work or labor performed under the contract, or for any amounts required to be deducted, withheld, and paid over to the Employment Development Department or Franchise Tax Board from the wages of employees of the contractor and his or its subcontractors pursuant to section 18663 of the Revenue and Taxation Code, with respect to such work and labor the Surety or Sureties will pay for the same, in an amount not exceeding the sum herein above specified, and also, in case suit is brought upon this bond, all litigation expenses incurred by the Authority in such suit, including reasonable attorneys’ fees, court costs, expert witness fees and investigation expenses.

This bond shall inure to the benefit of any of the persons named in section 9100 of the Civil Code so as to give a right of action to such persons or their assigns in any suit brought upon this bond.

It is further stipulated and agreed that the Surety on this bond shall not be exonerated or released from the obligation of this bond by any change, extension of time for performance, addition, alteration or modification in, to, or of any contract, plans, specifications, or agreement pertaining or relating to any scheme or work of improvement herein above described, or pertaining or relating to the furnishing of labor, materials, or equipment therefore, nor by any change or modification of any terms of payment or extension of the time for any payment.
pertaining or relating to any scheme or work of improvement herein above described, nor by any rescission or attempted rescission or attempted rescission of the contract, agreement or bond, nor by any conditions precedent or subsequent in the bond attempting to limit the right of recovery of claimants otherwise entitled to recover under any such contract or agreement or under the bond, nor by any fraud practiced by any person other than the claimant seeking to recover on the bond and that this bond be construed most strongly against the Surety and in favor of all persons for whose benefit such bond is given, and under no circumstances shall Surety be released from liability to those for whose benefit such bond has been given, by reason of any breach of contract between the owner or the Authority and original contractor or on the part of any obligee named in such bond, but the sole conditions of recovery shall be that claimant is a person described in section 9100 of the Civil Code, and has not been paid the full amount of his or its claim and that Surety does hereby waive notice of any such change, extension of time, addition, alteration or modification herein mentioned and the provisions of sections 2819 and 2845 of the California Civil Code.

IN WITNESS WHEREOF, we have hereunto set our hands and seals this _______ day of _______________, 20__.

______________________________________________  (Corporate Seal)
Contractor/ Principal

By ____________________________________________

Title ____________________________________________

(Attach Acknowledgment Form)

______________________________________________  (Corporate Seal)
Surety

By ____________________________________________

Attorney-in-Fact

(Attach Attorney-in-Fact Certificate)

Title ____________________________________________

Signatures of those signing for the Contractor and Surety must be notarized and evidence of corporate authority attached.

CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT  CIVIL CODE § 1189
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of ___________________________

On   ______________________  before me, __________________________

Date                   Here Insert Name and Title of the Officer

personally appeared ____________________________________________

Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature

Signature of Notary Public

Place Notary Seal Above

NOTE: This acknowledgment is to be completed for Contractor/Principal.
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California )
County of ________________________________ )
On ______________________ before me, ________________________________

personally appeared ________________________________

Who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature ________________________________

Signature of Notary Public

Place Notary Seal Above

NOTE: This acknowledgment is to be completed for the Attorney-in-Fact. The Power-of-Attorney to local representatives of the bonding company must also be attached.

END OF PAYMENT BOND
GENERAL CONDITIONS

ARTICLE 1. DEFINITIONS

a. Acceptable, Acceptance or words of similar import shall be understood to be the acceptance of the Engineer and/or the Authority.

b. Act of God is an earthquake in excess of a magnitude of 3.5 on the Richter scale and tidal waves.

c. Approval means written authorization by Engineer and/or the Authority.

d. Authority means Sweetwater Authority.

e. Contract Documents includes all documents as stated in the Contract.

f. The Authority and Contractor are those stated in the Contract. The terms the Authority and Owner may be used interchangeably.

g. Day shall mean calendar day unless otherwise specifically designated.

h. Engineer shall mean the Director of Engineering, or his or her designee, of the Sweetwater Authority, acting either directly or through properly authorized agents, such as agents acting within the scope of the particular duties entrusted to them. Also sometimes referred to as “the Authority’s Representative” or “Representative” in the Contract Documents.

i. Equal, Equivalent, Satisfactory, Directed, Designated, Selected, As Required and similar words shall mean the written approval, selection, satisfaction, direction, or similar action of the Engineer and/or the Authority.

j. Indicated, Shown, Detailed, Noted, Scheduled or words of similar meaning shall mean that reference is made to the drawings, unless otherwise noted. It shall be understood that the direction, designation, selection, or similar import of the Engineer and/or the Authority is intended, unless stated otherwise.

k. Install means the complete installation of any item, equipment or material.

l. Material shall include machinery, equipment, manufactured articles, or construction such as form work, fasteners, etc., and any other classes of material to be furnished in connection with the Contract. All materials shall be new unless specified otherwise.

m. Perform shall mean that the Contractor, at Contractor’s expense, shall take all actions necessary to complete the Work for the Project, including furnishing of necessary labor, tools, and equipment, and providing and installing Materials that are indicated, specified, or required to complete such performance.
n. **Project** is the project planned by the Authority as provided in the Contract Documents.

o. **Provide** shall include provide, complete in place, that is furnish, install, test and make ready for use.

p. **Recyclable Waste Materials** shall mean materials removed from the Project site which are required to be diverted to a recycling center rather than an area landfill. Recyclable Waste Materials include asphalt, concrete, brick, concrete block, and rock.

q. **Specifications** means that portion of the Contract Documents consisting of the written requirements for materials, equipment, construction systems, standards and workmanship for the work. The Work shall be done in accordance with the Sweetwater Authority Standard Specifications for Construction of Water Facilities (for purposes of this definition “Authority Standard Specifications”) and the Standard Specifications for Public Works Construction (“Greenbook”) Current Edition including all current supplements, addenda, and revisions thereof (with the exception of sections 1-9 of the Greenbook which are specifically excluded from incorporation into these Contract Documents). In the case of conflict between Authority Standard Specifications and the Greenbook, the Authority Standard Specification shall prevail. Further, in the case of conflict between the Greenbook and the Contract Documents, the Contract Documents shall prevail.

r. **Work** shall mean that which is proposed to be constructed or done under the Contract Documents for the Project, including the furnishing of all labor, equipment, materials and services incorporated in, or to be incorporated in the construction covered by the Contract Documents.

**ARTICLE 2. CONTRACT DOCUMENTS**

a. **Contract Documents.** The Contract Documents are complementary, and what is called for by one shall be as binding as if called for by all.

b. **Interpretations.** The Contract Documents are intended to be fully cooperative and to be complementary. If Contractor observes that any documents are in conflict, the Contractor shall promptly notify the Engineer in writing. In case of conflicts between the Contract Documents, the order of precedence shall be as follows:

1. Executed Task Orders
2. Contract
3. General Conditions
4. Contractor’s Bid Forms
5. Sweetwater Authority Standard Specifications for Construction of Water Facilities
6. Greenbook
7. Standard Drawings
8. Reference Documents

With reference to the Drawings, the order of precedence shall be as follows:

1. Figures govern over scaled dimensions
2. Detail drawings govern over general drawings
3. Addenda or Change Order drawings govern over Contract Drawings
4. Contract Drawings govern over Standard Drawings
5. Contract Drawings govern over Shop Drawings

c. **Conflicts in Contract Documents.** Notwithstanding the orders of precedence established above, in the event of conflicts, the higher standard shall always apply.

d. **Organization of Contract Documents.** Organization of the Contract Documents into divisions, sections, and articles, and arrangement of drawings shall not control the Contractor in dividing Project Work among subcontractors or in establishing the extent of Work to be performed by any trade.

**ARTICLE 3. DETAIL DRAWINGS AND INSTRUCTIONS**

a. **Examination of Contract Documents.** Before commencing any portion of the Work, Contractor shall again carefully examine all applicable Contract Documents, the Project site and other information given to Contractor as to materials and methods of construction and other Project requirements. Contractor shall immediately notify the Engineer of any potential error, inconsistency, ambiguity, conflict or lack of detail or explanation. If Contractor performs, permits, or causes the performance of any Work which is in error, inconsistent or ambiguous, or not sufficiently detailed or explained, Contractor shall bear any and all resulting costs, including, without limitation, the cost of correction. In no case shall the Contractor or any subcontractor proceed with Work if uncertain as to the applicable requirements.

b. **Additional Instructions.** After notification of any error, inconsistency, ambiguity, conflict or lack of detail or explanation, the Engineer will provide any required additional instructions, by means of drawings or other written direction, necessary for proper execution of Work.

c. **Quality of Parts, Construction and Finish.** All parts of the Work shall be of the best quality of their respective kinds and the Contractor must use all diligence to inform itself fully as to the required construction and finish. In no case shall Contractor proceed with the Work without obtaining first from the Engineer such Approval may be necessary for the proper performance of Work.
d. **Contractor’s Variation from Contract Document Requirements.** If it is found that the Contractor has varied from the requirements of the Contract Documents including the requirement to comply with all applicable laws, ordinances, rules and regulations, the Engineer may at any time, before or after completion of the Work, order the improper Work removed, remade or replaced by the Contractor at the Contractor’s expense.

**ARTICLE 4. EXISTENCE OF UTILITIES AT THE WORK SITE**

a. The Authority has endeavored to determine the existence of utilities at the Project site from the records of the owners of known utilities in the vicinity of the Project. The positions of these utilities as derived from such records are shown on the Plans.

b. Unless indicated otherwise on the Plans, no excavations were made to verify the locations shown for underground utilities. The service connections to utilities other than water are not shown on the Plans. Water service connections may be shown on the Plans showing general locations of such connections. It shall be the responsibility of the Contractor to determine the exact location of all service connections. The Contractor shall make its own investigations, including exploratory excavations, to determine the locations and type of service connections, prior to commencing Work which could result in damage to such utilities. The Contractor shall immediately notify the Authority in writing of any utility discovered in a different position than shown on the Plans or which is not shown on the Plans.

c. If applicable, all water meters, water valves, fire hydrants, electrical utility vaults, telephone vaults, gas utility valves, and other subsurface structures shall be relocated or adjusted to final grade by the Contractor. Locations of existing utilities shown on the Plans are approximate and may not be complete. The Contractor shall be responsible for coordinating its Work with all utility companies during the construction of the Work.

d. Notwithstanding the above, pursuant to section 4215 of the Government Code, the Authority has the responsibility to identify, with reasonable accuracy, main or trunkline facilities on the plans and specifications. In the event that main or trunkline facilities are not identified with reasonable accuracy in the plans and specifications made a part of the invitation for Bids, the Authority shall assume the responsibility for their timely removal, relocation, or protection.

e. Contractor, except in an emergency, shall contact the appropriate regional notification center, Southern California Underground Service Alert at 811 or 1-800-227-2600 or on-line at www.digalert.org at least two working days prior to commencing any excavation if the excavation will be performed in an area which is known, or reasonably should be known, to contain subsurface installations other than the underground facilities owned or operated by the Authority, and
obtain an inquiry identification number from that notification center. No excavation shall be commenced or carried out by the Contractor unless such an inquiry identification number has been assigned to the Contractor or any subcontractor of the Contractor and the Authority has been given the identification number by the Contractor.

ARTICLE 5. SUBMITTALS

a. Contractor shall furnish to the Engineer for approval, prior to purchasing or commencing any Work, a log of all samples, material lists and certifications, mix designs, schedules, and other submittals, as required in the Contract Documents. The log shall indicate whether samples will be provided in accordance with other provisions of this Contract.

b. Contractor will provide samples and submittals, together with catalogs and supporting data required by the Engineer, to the Engineer within a reasonable time period to provide for adequate review and avoid delays in the Work.

c. These requirements shall not authorize any extension of time for performance of this Contract. Engineer will check and approve such samples, but only for conformance with design concept of the Work and for compliance with information given in the Contract Documents. Work shall be in accordance with approved samples and submittals.

ARTICLE 6. MATERIALS

a. Except as otherwise specifically stated in the Contract Documents, Contractor shall provide and pay for all materials, labor, tools, equipment, water, lights, power, transportation, superintendence, temporary constructions of every nature, and all other services and facilities of every nature whatsoever necessary to execute and complete the Work within specified time.

b. Unless otherwise specified, all materials shall be new and the best of their respective kinds and grades as noted and/or specified, and workmanship shall be of good quality.

c. Materials shall be furnished in ample quantities and at such times as to ensure uninterrupted progress of the Work and shall be stored properly and protected as required by the Contract Documents. Contractor shall be entirely responsible for damage or loss by weather or other causes to materials or Work.

d. No materials, supplies, or equipment for the Work shall be purchased subject to any chattel mortgage or under a conditional sale or other agreement by which an interest therein or in any part thereof is retained by the seller or supplier. Contractor warrants good title to all material, supplies, and equipment installed or incorporated in the work and agrees upon completion of all Work to deliver the Project, to the Authority free from any claims, liens, or charges.
e. Materials may be stored on the Project site at the Contractor’s risk and in such manner so as not to interfere with any operations of the Authority or any independent contractor.

f. Before ordering any materials or doing any Work, Contractor shall verify all measurements, dimensions, elevations, and quantities. No extra charge or compensation over and above payment for the actual quantities of the various items of Work at the respective prices, including unit prices, if any, set out in the Bid Form, therefore will be allowed because of differences between actual measurements, dimension, elevations and quantities and those indicated on the Plans and in the Specifications.

ARTICLE 7. CONTRACTOR’S SUPERVISION

Contractor shall continuously keep at the Project site, a competent and experienced full-time Project superintendent approved by the Authority. Superintendent must be able to proficiently speak, read and write in English. Contractor shall continuously provide efficient supervision of the Project.

ARTICLE 8. WORKERS

a. Contractor shall at all times enforce strict discipline and good order among its employees. Contractor shall not employ on the Project any unfit person or any one not skilled in the Work assigned to him or her.

b. Any person in the employ of the Contractor whom the Authority may deem incompetent or unfit shall be dismissed from the Work and shall not be employed on this Project except with the written Approval of the Authority.

ARTICLE 9. SUBCONTRACTORS

a. Contractor agrees to bind every subcontractor to the terms of the Contract Documents as far as such terms are applicable to subcontractor’s portion of the Work. Contractor shall be as fully responsible to the Authority for the acts and omissions of its subcontractors and of persons either directly or indirectly employed by its subcontractors, as Contractor is for acts and omissions of persons directly employed by Contractor. Nothing contained in these Contract Documents shall create any contractual relationship between any subcontractor and the Authority.

b. The Authority reserves the right to Approve all subcontractors. The Authority’s Approval of any subcontractor under this Contract shall not in any way relieve Contractor of its obligations in the Contract Documents.

c. Prior to substituting any subcontractor listed in the Bid Forms, Contractor must comply with the requirements of the Subletting and Subcontracting Fair Practices Act pursuant to California Public Contract Code section 4100 et seq.
ARTICLE 10. PERMITS AND LICENSES

Authority will obtain the necessary encroachment permits for work within the public rights-of-way. Contractor shall obtain all other necessary permits and licenses for the construction of the project, shall pay all fees required by law and shall comply with all laws, ordinances, rules and regulations relating to the work and to the preservation of public health and safety. Before acceptance of the Project, the Contractor shall submit all licenses, permits, certificates of inspection and required approvals to the Authority.

ARTICLE 11. TRENCHES

a. Trenches Five Feet or More in Depth. The Contractor shall submit to the Authority, in advance of excavation, a detailed plan showing the design of shoring, bracing, sloping or other provisions to be made for worker protection from the hazard of caving ground during the excavation of any trench or trenches five feet or more in depth. If the plan varies from shoring system standards, the plan shall be prepared by a California registered civil or structural engineer. The plan shall not be less effective than the shoring, bracing, sloping, or other provisions of the Construction Safety Orders, as defined in the California Code of Regulations.

b. Excavations Deeper than Four Feet. If the Work involves excavating trenches or other excavations that extend deeper than four feet below the surface, Contractor shall promptly, and before the excavation is further disturbed, notify the Authority in writing of any of the following conditions:

1. Material that the Contractor believes may be material that is hazardous waste, as defined in section 25117 of the Health and Safety Code, that is required to be removed to a Class I, Class II, or Class III disposal site in accordance with provisions of existing law.

2. Subsurface or latent physical conditions at the site differing from those indicated.

3. Unknown physical conditions at the site of any unusual nature, different materially from those ordinarily encountered and generally recognized as inherent in work of the character provided for in the Contract.

The Authority shall promptly investigate the conditions, and if it finds that the conditions do so materially differ, or do involve hazardous waste, and cause a decrease or increase in Contractor’s cost of, or the time required for, performance of any part of the Work, shall issue a change order under the procedures described in the Contract Documents.

In the event that a dispute arises between the Authority and the Contractor as to whether the conditions materially differ, or involve hazardous waste, or cause a decrease or increase in the Contractor’s cost of, or time required for, performance
of any part of the Work, the Contractor shall not be excused from any scheduled completion date provided for by the Contract, but shall proceed with all Work to be performed under the Contract. Contractor shall retain any and all rights provided either by contract or by law which pertain to the resolution of disputes and protests between the parties.

ARTICLE 12. TRAFFIC CONTROL

a. All warning signs and safety devices used by the Contractor to perform the work shall conform to the requirements contained in the State of California, Department of Transportation’s current edition of “Manual of Traffic Controls for Construction and Maintenance Work Zones.” The Contractor shall also be responsible for all traffic control required by the agency having jurisdiction over the project on the intersecting streets. Contractor must submit a traffic control plan to the agency having jurisdiction over the project for approval prior to starting work.

b. The Contractor’s representative on the site responsible for traffic control shall produce evidence that he/she has completed training acceptable to the California Department of Transportation for safety through construction zones. All of the streets in which the Work will occur shall remain open to traffic and one lane of traffic maintained at all times unless otherwise directed by the agency of jurisdiction. Businesses and residences adjacent to the work shall be notified forty-eight (48) hours in advance of closing of driveways. The Contractor shall make every effort to minimize the amount of public parking temporarily eliminated due to construction in areas fronting businesses. No stockpiles of pipe or other material will be allowed in traveled right-of-ways after working hours unless otherwise approved by the Engineer.

ARTICLE 13. DIVERSION OF RECYCLABLE WASTE MATERIALS

Contractor shall comply with all applicable local codes and ordinances regarding the diversion of recyclable waste materials. Contractor will be required to submit weight tickets and written proof of any required diversion of recyclable waste materials with its monthly progress payment requests. Contractor shall complete and execute any certification forms required by the Authority or other applicable agencies to document Contractor’s compliance with these diversion requirements. All costs incurred for these waste diversion efforts shall be the responsibility of the Contractor.

ARTICLE 14. REMOVAL OF HAZARDOUS MATERIALS

Should Contractor encounter material reasonably believed to be polychlorinated biphenyl (PCB) or other toxic wastes and hazardous materials which have not been rendered harmless at the Project site, the Contractor shall immediately stop work at the affected Project site and shall report the condition to the Authority in writing. The Authority shall contract for any services required to directly remove and/or abate PCBs and other toxic wastes and hazardous materials, if required by the Project site(s), and shall not require the Contractor to subcontract for such
services. The Work in the affected area shall not thereafter be resumed except by written agreement of the Authority and Contractor.

ARTICLE 15. AIR POLLUTION CONTROL

Contractor shall comply with all air pollution control rules, regulations, ordinances and statutes. All containers of paint, thinner, curing compound, solvent or liquid asphalt shall be labeled to indicate that the contents fully comply with the applicable material requirements.

ARTICLE 16. COMPLIANCE WITH STATE STORM WATER PERMIT

a. Storm, surface, nuisance, or other waters may be encountered at various times during construction of the Work. The Contractor, by submitting a Bid, hereby acknowledges that it has investigated the risk arising from such waters, has prepared its Bid accordingly, and assumes any and all risks and liabilities arising therefrom.

b. Contractor shall comply with all aspects of the State Water Resources Control Board (State Board) Water Quality Order No. 2009-0009-DWQ, National Pollutant Discharge Elimination System (NPDES) General Permit for Storm Water Discharges Associated with Construction Activity, NPDES Permit No. CAS000002 (Construction General Permit) or any amendment, renewal or reissuance thereof, for all projects that involve construction on or disturbance of one acre or more of land or which are part of a larger common area of development.

c. It shall be Contractor’s responsibility to evaluate and include in the Contract amount the cost of procuring coverage under the Construction General Permit, preparing a Storm Water Pollution Prevention Plan (SWPPP) that is acceptable to the Authority, if required, and complying with the SWPPP and any revisions to the SWPPP that become necessary during the course of construction.

d. Contractor shall keep itself and all subcontractors, staff, and employees fully informed of and in compliance with all local, state and federal laws, rules and regulations that may impact, or be implicated by the performance of the Work including, without limitation, all provisions of applicable ordinances regulating discharges of storm water; the Federal Water Pollution Control Act (33 U.S.C. § 1251 et seq.); the California Porter-Cologne Water Quality Control Act (Water Code § 13000 et seq.); and any and all regulations, policies, or permits issued pursuant to any such authority.

e. The Authority may require Contractor to file the Notice of Intent (NOI) and obtain coverage for the Project under the Construction General Permit on behalf of the Authority. This may include filing all necessary documentation including Permit Registration Documents (PRDs) through the State Board’s Stormwater Multiple Applications and Report Tracking System (SMARTS); preparing and implementing a SWPPP for the Project site; implementing all monitoring and
reporting requirements required by the Construction General Permit; and providing a Qualified SWPPP Developer ("QSD") and Qualified SWPPP Practitioner ("QSP"), as necessary for all Work site activities, including but not limited to preparation and submittal of all reports, plans, inspections, and monitoring information in compliance with the Construction General Permit; and coordinating all submittals with the Authority’s Legally Responsible Person and/or Authorized Signatory as those terms are defined in the Construction General Permit. The Authority retains the right to develop its own SWPPP and/or PRDs for the Project site, and in the alternative may require Contractor to adopt and implement portions of or the entire Authority-developed SWPPP. Specific requirements for the Project shall be set forth in the Special Conditions. Contractor shall include all costs of compliance with specified requirements in the Contract amount.

f. Before any NOI, SWPPP, PRDs or other Construction General Permit related document may be submitted to the State Board, Regional Water Quality Control Board, or may be implemented on the Project site, it must first be reviewed and approved by the Authority.

g. The Authority retains the right to procure and maintain coverage under the Construction General Permit for the Project site if the Contractor fails to draft a satisfactory NOI, SWPPP, or other PRDs or fails to proceed in a manner that is satisfactory to the Authority. Any costs incurred by the Authority in procuring and maintaining coverage under the Construction General Permit, or drafting an NOI or SWPPP in the event that Contractor is unwilling or unable to maintain compliance or draft a satisfactory permit related documents, shall be paid by the Contractor.

h. Contractor shall be responsible for maintaining compliance with all aspects of the Construction General Permit during the course of the Project. Contractor shall provide copies of all reports and monitoring information to the Authority’s Representative. If the Contractor has failed or is unable to maintain compliance with the Construction General Permit, the Authority reserves the right to implement its own SWPPP at the Project site, and hire additional contractors to maintain compliance. Whether Contractor has adequately maintained compliance with the Construction General Permit shall be the Authority’s sole determination. In the event that Contractor has failed or is unable to maintain compliance with the Construction General Permit, any costs incurred by the Authority in drafting and implementing a SWPPP, or otherwise maintaining compliance with the Construction General Permit shall be paid by the Contractor.

i. In addition to compliance with the Construction General Permit, Contractor shall comply with the lawful requirements of any applicable municipality, the Authority, drainage district, and other local agencies regarding discharges of storm water to the storm drain system or other watercourses under their
jurisdiction, including applicable requirements in municipal storm water management programs.

j. Failure to comply with the Construction General Permit is a violation of federal and state law. Contractor hereby agrees to indemnify and hold harmless the Authority, its officials, officers, agents, employees and authorized volunteers from and against any and all claims, demands, losses or liabilities of any kind or nature which the Authority, its officials, officers, agents, employees and authorized volunteers may sustain or incur for noncompliance with the Construction General Permit arising out of or in connection with the Project, except for liability resulting from the sole established negligence, willful misconduct or active negligence of the Authority, its officials, officers, agents, employees or authorized volunteers. The Authority may seek damages from Contractor for delay in completing the Work in accordance with the Contract Documents, caused by Contractor’s failure to comply with the Construction General Permit, any laws, regulations and policies described in this Article 23, or any other relevant water quality law, regulation, or policy.

k. The Authority reserves the right to defend any enforcement action or civil action brought against the Authority for Contractor’s failure to comply with any applicable water quality law, regulation, or policy. Contractor hereby agrees to be bound by, and to reimburse the Authority for the costs associated with, any settlement reached between the Authority and any relevant enforcement entity.

l. The State Board has adopted Statewide General Permit Order WQ 2014-0194-DWQ, which became effective on January 1, 2016 and covers public drinking water system discharges to Waters of the U.S. The procedure for monitoring and reporting (MRP) requirements established for this permit are provided in Section 18 and Attachment E of Sweetwater Authority’s Standard Specifications for the Construction of Water Facilities. The Contractor shall perform all potable water discharges and monitoring in accordance with Sweetwater Authority requirements and General Permit Order WQ 2014-0194-DWQ. Notwithstanding any other notice requirements, the Contractor shall provide a minimum notice of 48 hours to Sweetwater Authority prior to performing any discharges. For each discharge performed, the Contractor shall complete a “Potable Water Discharge Record” form, included as Appendix 4 of Specification 00780, and provide the completed form to Sweetwater Authority within 24 hours of the discharge.

ARTICLE 17. CLEANING UP

a. The Contractor shall be responsible for cleaning the site on a regular basis for control of dust, dirt, and debris. The use of water, resulting in mud on streets, will not be permitted as substitute for sweeping or other methods. Dust control may require having a water truck onsite for the duration of the project, and/or use of temporary hoses and pipelines to convey water.
b. Contractor shall fully clean up the site at the completion of the Work. If the Contractor fails to maintain the Work clean, or fails to clean up the Work upon request by the Authority, the Authority may do so and the cost of such clean up shall be charged back to the Contractor.

ARTICLE 18. LAYOUT AND FIELD ENGINEERING

All field engineering required for laying out the Work and establishing grades for earthwork operations shall be furnished by the Contractor at its expense.

ARTICLE 19. EXCESSIVE NOISE

a. The Contractor shall use only such equipment on the work and in such state of repair so that the emission of sound therefrom is within the noise tolerance level of that equipment as established by CAL-OSHA.

b. The Contractor shall comply with the most restrictive of the following: (1) local sound control and noise level rules, regulations and ordinances and (2) the requirements contained in these Contract Documents, including hours of operation requirements. No internal combustion engine shall be operated on the Project without a muffler of the type recommended by the manufacturer. Should any muffler or other control device sustain damage or be determined to be ineffective or defective, the Contractor shall promptly remove the equipment and shall not return said equipment to the job until the device is repaired or replaced. Said noise and vibration level requirements shall apply to all equipment on the job or related to the job, including but not limited to, trucks, transit mixers or transit equipment that may or may not be owned by the Contractor.

ARTICLE 20. TESTS AND INSPECTIONS

a. If the Contract Documents, the Engineer, or any instructions, laws, ordinances, or public authority require any part of the Work to be tested or Approved, Contractor shall provide the Engineer at least two (2) working days notice of its readiness for observation or inspection. If inspection is by a public authority other than the Authority, Contractor shall promptly inform the Authority of the date fixed for such inspection. Required certificates of inspection (or similar) shall be secured by Contractor. Costs for the Authority testing and the Authority inspection shall be paid by the Authority. Costs of tests for Work found not to be in compliance shall be paid by the Contractor.

b. If any Work is done or covered up without the required testing or approval, the Contractor shall uncover or deconstruct the Work, and the Work shall be redone after completion of the testing at the Contractor’s cost in compliance with the Contract Documents.

c. Where inspection and testing are to be conducted by an independent laboratory or agency, materials or samples of materials to be inspected or tested shall be
selected by such laboratory or agency, or by the Authority, and not by Contractor. All tests or inspections of materials shall be made in accordance with the commonly recognized standards of national organizations.

d. In advance of manufacture of materials to be supplied by Contractor which must be tested or inspected, Contractor shall notify the Authority so that the Authority may arrange for testing at the source of supply. Any materials which have not satisfactorily passed such testing and inspection shall not be incorporated into the Work.

e. If the manufacture of materials to be inspected or tested will occur in a plant or location outside the geographic limits of the Authority, the Contractor shall pay for any excessive or unusual costs associated with such testing or inspection, including but not limited to excessive travel time, standby time and required lodging.

f. Reexamination of Work may be ordered by the Authority. If so ordered, Work must be uncovered or deconstructed by Contractor. If Work is found to be in accordance with the Contract Documents, the Authority shall pay the costs of reexamination and reconstruction. If such work is found not to be in accordance with the Contract Documents, Contractor shall pay all costs.

ARTICLE 21. PROTECTION OF WORK AND PROPERTY

a. The Contractor shall be responsible for all damages to persons or property that occur as a result of the Work. Contractor shall be responsible for the proper care and protection of all materials delivered and Work performed until completion and final Acceptance by the Authority. All Work shall be solely at the Contractor’s risk. Contractor shall adequately protect adjacent property from settlement or loss of lateral support as necessary. Contractor shall comply with all applicable safety laws and building codes to prevent accidents or injury to persons on, about, or adjacent to the Project site where Work is being performed. Contractor shall erect and properly maintain at all times, as required by field conditions and progress of work, all necessary safeguards, signs, barriers, lights, and watchmen for protection of workers and the public, and shall post danger signs warning against hazards created in the course of construction.

b. In an emergency affecting safety of life or of work or of adjoining property, Contractor, without special instruction or authorization from the Engineer, is hereby permitted to act to prevent such threatened loss or injury; and Contractor shall so act, without appeal, if so authorized or instructed by the Engineer or the Authority. Any compensation claimed by Contractor on account of emergency work shall be determined by and agreed upon by the Authority and the Contractor.

c. All traffic detector loops, fences, walls, culverts, property line monuments, or other obstructions (except property line monuments within five (5) feet of the
centerline of the mains) which are removed, damaged, or destroyed in the course of the Work, shall be replaced or repaired to original condition and to the satisfaction of the Authority, by and at the expense of the Contractor, whether or not those obstructions have been shown on the Plans, unless otherwise stated herein. It is the Contractor’s responsibility to employ at its expense a Licensed Land Surveyor to restore all property line monuments located more than five (5) feet from the centerline of the mains, which are destroyed or obliterated. Property line monuments located within five (5) feet of the centerline of the mains will be replaced by the Authority at no expense to the Contractor, provided the Authority is notified at least 48 hours before the property line monuments are damaged.

d. Contractor shall provide such heat, covering, and enclosures as are necessary to protect all Work, materials, equipment, appliances, and tools against damage by weather conditions.

e. Contractor shall take adequate precautions to protect existing sidewalks, curbs, pavements, utilities, and other adjoining property and structures, and to avoid damage thereto, and Contractor shall repair any damage thereto caused by the Work operations. Contractor shall:

1. Enclose the working area with a substantial barricade, and arrange work to cause minimum amount of inconvenience and danger to the public.

2. Provide substantial barricades around any shrubs or trees indicated to be preserved.

3. Deliver materials to the Project site over a route designated by the Engineer.

4. Provide any and all dust control required and follow the Applicable air quality regulations as appropriate. If the Contractor does not comply, the Authority shall have the immediate authority to provide dust control and deduct the cost from payments to the Contractor.

5. Confine Contractor’s apparatus, the storage of materials, and the operations of its workers to limits required by law, ordinances, permits, or directions of the Engineer. Contractor shall not unreasonably encumber the Project site with its materials.

6. Take care to prevent disturbing or covering any survey markers, monuments, or other devices marking property boundaries or corners. If such markers are disturbed by accident, they shall be replaced by an approved civil engineer or land surveyor, at no cost to the Authority.

7. Ensure that existing facilities, fences and other structures are all adequately protected and that, upon completion of all Work, all facilities
that may have been damaged are restored to a condition acceptable to the Authority.

8. Preserve and protect from injury all buildings, pole lines and all direction, warning and mileage signs that have been placed within the right-of-way.

9. At the completion of work each day, leave the Project site in a clean, safe condition.

10. Comply with any stage construction and traffic handling plans. Access to residences and businesses shall be maintained at all times.

f. These precautionary measures will apply continuously and not be limited to normal working hours. Full compensation for the Work involved in the preservation of life, safety and property as above specified shall be considered as included in the prices paid for the various items of Work, and no additional allowance will be made therefor.

g. Should damage to persons or property occur as a result of the Work, Contractor shall be responsible for proper investigation, documentation, including video or photography, to adequately memorialize and make a record of what transpired. The Authority shall be entitled to inspect and copy any such documentation, video, or photographs.

ARTICLE 22. CONTRACTOR’S MEANS AND METHODS

Contractor is solely responsible for the means and methods utilized to Perform the Work. In no case shall the Contractor’s means and methods deviate from commonly used industry standards.

ARTICLE 23. AUTHORIZED REPRESENTATIVES

The Authority shall designate representatives, who shall have the right to be present at the Project site at all times. The Authority may designate an inspector who shall have the right to observe all of the Contractor’s Work. The inspector is not authorized to make changes in the Contract Documents that are not pursuant to an approved written change order, field directive or other applicable written approval. The inspector shall not be responsible for the Contractor’s failure to carry out the Work in accordance with the Contract Documents. Contractor shall provide safe and proper facilities for such access.

ARTICLE 24. HOURS OF WORK

a. Eight (8) hours of work shall constitute a legal day’s work. The Contractor and each subcontractor shall forfeit, as penalty to the Authority, Twenty-Five dollars ($25) for each worker employed in the execution of Work by the Contractor or any subcontractor for each day during which such worker is required or permitted to work more than eight (8) hours in any one day and forty (40) hours in any week.
in violation of the provisions of the Labor Code, and in particular, section 1810 to section 1815, except as provided in Labor Code section 1815.

b. Work shall be accomplished on a regularly scheduled eight (8) hour per day work shift basis, Monday through Friday, between the hours of 8:00 a.m. and 4:00 p.m. unless restricted by traffic control requirements. Should the Contractor desire to work other than these hours, a written notice shall be submitted to the Engineer for review and Approval at least three (3) business days in advance of requested time change.

c. It shall be unlawful for any person to operate, permit, use, or cause to operate any of the following at the Project site, other than between the hours of 8:00 a.m. to 4:00 p.m., Monday through Friday, with no Work allowed on the Authority-observed holidays, unless otherwise Approved by the Engineer:

1. Powered Vehicles
2. Construction Equipment
3. Loading and Unloading Vehicles
4. Domestic Power Tools

ARTICLE 25. PAYROLL RECORDS

a. Pursuant to Labor Code section 1776, the Contractor and each subcontractor shall maintain weekly certified payroll records showing the name, address, social security number, work classification, straight time and overtime hours paid each day and week, and the actual per diem wages paid to each journeyman, apprentice, worker or other employee employed in connection with the work. Contractor shall certify under penalty of perjury that records maintained and submitted by Contractor are true and accurate. Contractor shall also require subcontractor(s) to certify weekly payroll records under penalty of perjury.

b. In accordance with Labor Code section 1771.4, the Contractor and each subcontractor shall furnish the certified payroll records directly to the Department of Industrial Relations (“DIR”) on a weekly basis and in the format prescribed by the DIR, which may include electronic submission. Contractor shall comply with all requirements and regulations from the DIR relating to labor compliance monitoring and enforcement.

c. The payroll records described herein shall be certified and submitted by the Contractor at a time designated by the Authority. The Contractor shall also provide the following:
1. A certified copy of the employee’s payroll records shall be made available for inspection or furnished to such employee or his or her authorized representative on request.

2. A certified copy of all payroll records described herein shall be made available for inspection or furnished upon request of the DIR.

d. Unless submitted electronically, the certified payroll records shall be on forms provided by the Division of Labor Standards Enforcement (“DLSE”) of the DIR or shall contain the same information as the forms provided by the DLSE.

e. Any copy of records made available for inspection and furnished upon request to the public shall be marked or obliterated in such a manner as to prevent disclosure of an individual’s name, address, and social security number. The name and address of the Contractor or any subcontractor shall not be marked or obliterated.

f. In the event of noncompliance with the requirements of this section, the Contractor shall have ten (10) days in which to comply subsequent to receipt of written notice specifying any item or actions necessary to ensure compliance with this section. Should noncompliance still be evident after such ten (10) day period, the Contractor shall, as a penalty to the Authority, forfeit One Hundred Dollars ($100) for each day, or portion thereof, for each worker until strict compliance is effectuated. Upon the request of the DIR, such penalties shall be withheld from Contract payments.

ARTICLE 26. PREVAILING RATES OF WAGES

a. The Contractor is aware of the requirements of Labor Code sections 1720 et seq. and 1770 et seq., as well as California Code of Regulations, Title 8, section 16000 et seq. (“Prevailing Wage Laws”), which require the payment of prevailing wage rates and the performance of other requirements on certain “public works” and “maintenance” projects. Since this Project involves an applicable “public works” or “maintenance” project, as defined by the Prevailing Wage Laws, and since the total compensation is $1,000 or more, Contractor agrees to fully comply with such Prevailing Wage Laws. The Contractor shall obtain a copy of the prevailing rates of per diem wages at the commencement of this Contract from the website of the Division of Labor Statistics and Research of the Department of Industrial Relations located at www.dir.ca.gov. In the alternative, the Contractor may view a copy of the prevailing rates of per diem wages at the Authority. Contractor shall make copies of the prevailing rates of per diem wages for each craft, classification or type of worker needed to perform work on the Project available to interested parties upon request, and shall post copies at the Contractor’s principal place of business and at the Project site. Contractor shall defend, indemnify and hold the Authority, its elected officials, officers, employees and agents free and harmless from any claims, liabilities, costs, penalties or interest arising out of any failure or allege failure to comply with the Prevailing Wage Laws.
b. The Contractor and each subcontractor shall forfeit as a penalty to the Authority not more than Two Hundred Dollars ($200) for each calendar day, or portion thereof, for each worker paid less than the stipulated prevailing wage rate for any work done by him, or by any subcontract under him, in violation of the provisions of the Labor Code. The difference between such stipulated prevailing wage rate and the amount paid to each worker for each calendar day or portion thereof for which each worker was paid less than the stipulated prevailing wage rate shall be paid to each worker by the Contractor.

c. Contractor shall post, at appropriate conspicuous points on the Project site, a schedule showing all determined general prevailing wage rates and all authorized deductions, if any, from unpaid wages actually earned.

ARTICLE 27. EMPLOYMENT OF APPRENTICES

The Contractor’s attention is directed to the provisions of sections 1777.5, 1777.6, and 1777.7 of the Labor Code concerning employment of apprentices by the Contractor or any subcontractor. The Contractor shall obtain a certificate of apprenticeship before employing any apprentice pursuant to section 1777.5, 1777.6, and 1777.7 of the Labor Code. Information relative to apprenticeship standards, wage schedules, and other requirements may be obtained from the Director of Industrial Relations, the Administrator of Apprenticeships, San Francisco, California, or from the Division of Apprenticeship Standards and its branch offices.

ARTICLE 28. CONTRACTOR AND SUBCONTRACTOR REGISTRATION

Pursuant to Labor Code sections 1725.5 and 1771.1, the Contractor and its subcontractors must be registered with the Department of Industrial Relations (“DIR”) at the time of the bid. By entering into this Contract, Contractor represents that it is aware of the registration requirement and is currently registered with the DIR. Contractor shall maintain a current registration for the duration of the Project. Contractor shall further include the requirements of Labor Code sections 1725.5 and 1771.1 in any subcontract and ensure that all subcontractors are registered at the time this Contract is entered into and maintain registration for the duration of the Project. Notwithstanding the foregoing, the contractor registration requirements mandated by Labor Code sections 1725.5 and 1771.1 shall not apply to work performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code sections 1725.5 and 1771.1.

ARTICLE 29. LABOR COMPLIANCE; STOP ORDERS

This Project is subject to compliance monitoring and enforcement by the Department of Industrial Relations. It shall be the Contractor’s sole responsibility to evaluate and pay the cost of complying with all labor compliance requirements under this Contract and applicable law. Any stop orders issued by the DIR against Contractor or any subcontractor that affect Contractor’s performance of Work, including any delay, shall be Contractor’s sole responsibility. Any delay arising out of or resulting from such stop orders shall be considered Contractor caused delay subject to any applicable liquidated damages and shall not be compensable by the
Authority. Contractor shall defend, indemnify and hold the Authority, its officials, officers, employees and agents free and harmless from any claim or liability arising out of stop orders issued by the DIR against Contractor or any subcontractor.

ARTICLE 30. NONDISCRIMINATION/EQUAL EMPLOYMENT OPPORTUNITY

Pursuant to Labor Code section 1735 and other applicable provisions of law, the Contractor and its subcontractors shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age, political affiliation, marital status, or handicap on this Project. The Contractor will take affirmative action to insure that employees are treated during employment or training without regard to their race, color, religion, sex, national origin, age, political affiliation, marital status, or handicap.

ARTICLE 31. LABOR/EMPLOYMENT SAFETY

The Contractor shall maintain emergency first aid treatment for its employees which complies with the Federal Occupational Safety and Health Act of 1970 (29 U.S.C. § 651 et seq.), and California Code of Regulations, Title 8, Industrial Relations Division 1, Department of Industrial Relations, Chapter 4.

ARTICLE 32. WORKERS’ COMPENSATION INSURANCE

Coverage for Workers’ Compensation shall be at least as broad and/or be endorse to include the following:

a. The Contractor shall provide, during the life of this Contract, and for a minimum of twenty-four (24) months following the date of the Project completion, workers’ compensation insurance for all of the employees engaged in Work under this Contract, on or at the Project site, and, in case any of sublet Work, the Contractor shall require each subcontractor similarly to provide workers’ compensation insurance for all the latter’s employees as prescribed by State law. Any class of employee or employees not covered by a subcontractor’s insurance shall be covered by the Contractor’s insurance.

b. In case any class of employees engaged in work under this Contract, on or at the Project site, is not protected under the Workers’ Compensation Statutes, the Contractor shall provide or shall cause a subcontractor to provide, adequate insurance coverage for the protection of such employees not otherwise protected.

c. The Contractor is required to secure payment of compensation to his employees in accordance with the provisions of Section 3700 of the Labor Code. The Contractor shall file with the Authority certificates of its insurance protecting workers and shall provide certificates at any time upon request. Company or companies providing insurance coverage shall be acceptable to the Authority, if in the form and coverage as set forth in the Contract Documents.
d. Contractor shall assume the immediate defense of and indemnify and save harmless the Authority, the Board, and each member of the Board, its officers, employees, agents, and consultants from all claims, loss, damage, injury, and liability of every kind, nature, and description brought by any person employed or used by Contractor, or any subcontractor, to perform the Work under this contract regardless of responsibility or negligence. Contractor hereby agrees to waive rights of subrogation which any insurer of Contractor may acquire from Contractor by virtue of the payment of any loss. Contractor agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation. The Workers’ Compensation Policy shall be endorsed with a waiver of subrogation in the favor of the Authority for all work performed by the Contractor, its employees, agents and subcontractors.

ARTICLE 33. EMPLOYER’S LIABILITY INSURANCE

Contractor shall provide during the life of this Contract, including the warranty period, Employer’s Liability Insurance, including Occupational Disease, in at least the amount listed in ARTICLE 37 below, per person per accident. Contractor shall provide the Authority with a certificate of Employer’s Liability Insurance. Such insurance shall comply with the provisions of the Contract Documents. The policy shall be endorsed, if applicable, to provide a Borrowed Servant/Alternate Employer Endorsement and contain a Waiver of Subrogation in favor of the Authority.

ARTICLE 34. COMMERCIAL GENERAL LIABILITY INSURANCE

The Contractor shall provide and maintain the following Commercial General Liability insurance during the performance of all work under this Contract, including the warranty period, and for a minimum of twenty-four (24) months following the date of the Project completion and acceptance by the Authority, at its sole expense in amounts not less than specified in ARTICLE 37 below, liability insurance in a form and with insurance companies acceptable to the Authority:

a. Coverage - Coverage for Commercial General Liability insurance shall be at least as broad as the following:

1. Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 0001)
2. Insurance Service Office (ISO) Excess Liability (if necessary)

b. Required Provisions - The Commercial General Liability, and any Excess Liability policies shall comply with all requirement of this Article and are to contain, or be endorsed to contain, the following provisions:

1. The Authority its Board and each member of the Board, its officers, employees, agents, and the Authority’s designated volunteers are to be given insured status at least as broad as ISO endorsement CG 2010 11 85; or both CG 20 10 10 01 and CG 20 37 04 13 (or the CG 20 10 04 13 (or...
earlier edition date) specifically naming all of the Authority parties required in this Contract, or using language that states “as required by contract”).

2. All Subcontractors hired by Contractor must also have the same forms or coverage at least as broad; as respects (via CG 20 38 04 13): liability arising out of activities performed by or on behalf of the Contractor; products and completed operations of the Contractor; premises owned, occupied or used by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the Authority its Board and each member of the Board, its officers, employees, agents, and the Authority’s designated volunteers.

3. The policy shall not contain any exclusion contrary to this Contract including but not limited to endorsements or provisions limiting coverage for (1) contractual liability (including but not limited to ISO CG 24 26 or 21 39); or cross liability for claims or suits against one insured against another.

4. It is understood and agreed to by the parties hereto and the insurance company(s), that the Certificate(s) of Insurance and policies shall so covenant and shall be construed as primary, and the Authority insurance and/or deductibles and/or self-insured retentions or self-insured programs shall not be construed as contributory using the ISO endorsement CG 20 01 04 13 or coverage at least as broad.

5. Any failure to comply with reporting or other provisions of the policies including breaches of warranties shall not affect coverage provided to the Authority its Board and each member of the Board, its officers, employees, agents, and the Authority’s designated volunteers.

6. The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

7. Policy limits shall not be less than the minimum limits described in ARTICLE 37 below. The limits of insurance required by this Contract may be satisfied by a combination of primary, and umbrella or excess insurance. Each umbrella or excess policy shall follow the same provisions as the primary policy.

8. Each insurance policy required by this Article shall provide that coverage shall not be canceled, except with notice to the Authority.

9. Such liability insurance shall indemnify the Contractor and his/her sub-contractors against loss from liability imposed by law upon, or assumed under contract by, the Contractor or his/her sub-contractors for damages
on account of such bodily injury (including death), property damage, personal injury, completed operations, and products liability.

10. The Commercial General Liability policy shall cover bodily injury and property damage liability, owned and non-owned equipment, blanket contractual liability, completed operations liability, explosion, collapse, underground excavation, and removal of lateral support.

11. All of the insurance required by this Article shall comply with the provisions of the Contract documents be provided on policy forms and through companies satisfactory to the Authority.

c. Such insurance shall comply with the provisions of ARTICLE 37 below.

d. For any claims related to this Project, Contractor’s insurance shall be primary insurance as respects the Authority, its directors, officers, employees and representatives. Any insurance, self-insurance, or other coverage maintained by the Authority, its directors, officers, employees, or authorized representatives will not add to it.

ARTICLE 35. AUTOMOBILE LIABILITY INSURANCE

Contractor shall take out and maintain at all times during the term of this Contract, including the warranty period, at its sole expense, Automobile Liability Insurance at least as broad as ISO CA 00 01 (covering Symbol 1—Any Auto) in the amount of not less than the minimum limits described in ARTICLE 37 below. Such insurance shall provide coverage for bodily injury and property damage including coverage with respect to the ownership, operation, maintenance, use, loading or unloading of any auto owned, non-owned, leased, hired or borrowed by Contractor or for which Contractor is responsible, in a form and with insurance companies acceptable to the Authority. All policies of automobile insurance shall permit and Contractor does hereby waive any right of subrogation which any insurer of Contractor may acquire from Contractor by virtue of the payment of any loss. Such insurance shall comply with the provisions of ARTICLE 37 below.

a. Required Provisions - The Commercial General Liability, and any Excess Liability policies shall comply with all requirement of this Article and are to contain, or be endorsed to contain, the following provisions:

1. The Authority its Board and each member of the Board, its officers, employees, agents, and the Authority’s designated volunteers are to be given insured status through specifically naming all of the Authority parties required in this Contract, or using language that states “as required by contract”.

2. It is understood and agreed to by the parties hereto and the insurance company(s), that the Certificate(s) of Insurance and policies and endorsements shall so covenant and shall be construed as primary, and the
Authority’s insurance and/or deductibles and/or self-insured retentions or self-insured programs shall not be construed as contributory.

3. Additionally, it is understood and agreed to by the parties hereto and the insurance company(s) that the Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

4. Each insurance policy required by this Article shall provide that coverage shall not be canceled, except with notice to the Authority.

ARTICLE 36. MINIMUM POLICY LIMITS REQUIRED

a. Contractor shall maintain limits no less than the following:

<table>
<thead>
<tr>
<th>Type</th>
<th>Combined Single Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial General Liability</td>
<td>$5,000,000 per occurrence/ $10,000,000 aggregate for bodily injury, personal injury, and property damage</td>
</tr>
<tr>
<td>Automobile Liability</td>
<td>$1,000,000 per accident for bodily injury and property damage</td>
</tr>
<tr>
<td>Workers’ Compensation</td>
<td>Statutory Limits</td>
</tr>
<tr>
<td>Employer’s Liability</td>
<td>$1,000,000 per employee</td>
</tr>
</tbody>
</table>

b. If Contractor maintains higher limits than the minimums shown above, the Authority requires and shall be entitled to coverage for the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Authority.

ARTICLE 37. FORM AND PROOF OF CARRIAGE OF INSURANCE

a. Any insurance carrier providing insurance coverage required by the Contract Documents shall be admitted to and authorized to do business in the State of California, and maintain an agent for process within the state, unless waived, in writing, by the Authority Risk Manager. Carrier(s) shall have an A.M. Best rating of not less than an A-:VII.

b. Insurance deductibles or self-insured retentions must be declared by the Contractor and deductibles and retentions greater than $10,000 shall have the prior written consent from the Authority. At the election of the Authority the Contractor shall either 1) reduce or eliminate such deductibles or self-insured...
GENERAL CONDITIONS

37

Each insurance policy required by this Contract shall be endorsed to state that: (1) coverage shall not be suspended, voided, reduced or cancelled except with notice given to the Authority; and (2) any failure to comply with reporting or other provisions of the policies, including breaches of warranties, shall not affect coverage provided to the Authority, its directors, officials, officers, agents, employees, and representatives. In the event any insurer providing coverage required under this Contract shall fail to provide the notice required in this section, Contractor shall be responsible to provide such notice to the Authority. Contractor is responsible to replace any and all policies required under this Contract which are cancelled during the term of this Contract no later than the effective date of cancellation.

d. Prior to execution of the agreement Contractor shall cause its insurance carrier(s) to furnish the Authority with a certificate of insurance (Acord Form 25 or equivalent) signed by the insurer’s representative evidencing the coverage required by this Contract. Such evidence shall also include the following:

1. Attached additional insured endorsements with primary & non-contributory wording for each Commercial General Liability, Excess, Umbrella and Automobile Liability policy.

2. Either a copy of 1) each endorsement providing coverage and/or 2) the declarations or endorsement page listing all policy endorsements confirming that coverage includes or has been modified to include all required provisions. The Authority reserves the right to obtain complete, certified copies of all required insurance policies, at any time.

3. Workers' Compensation waiver of subrogation.

e. In the event of a material modification or cancellation of coverage, the Authority may terminate or Stop Work pursuant to the Contract Documents, unless the Authority receives, prior to such effective date, another properly executed original Certificate of Insurance and original copies of endorsements or certified original policies, including all endorsements and attachments thereto evidencing coverages set forth herein and the insurance required herein is in full force and effect. Contractor shall not take possession, or use the Project site, or commence operations under this Contract until the Authority has been furnished original Certificate(s) of Insurance and original copies of Endorsements or policies of insurance including all Endorsements and any and all other attachments as required in this section. Electronic documents sent directly from the insurance
provider or their authorized representative may be considered by the Authority as original documents.

f. If any of the required coverages expire during the term of this contract, the Contractor shall deliver the renewal certificate(s) including endorsements and evidence of waiver of rights of subrogation against the Authority to the Authority at least ten (10) days prior to the expiration date.

g. Authority reserves the right to adjust the monetary limits of insurance coverages during the term of this Contract including any extension thereof if, in the Authority’s reasonable judgment, the amount or type of insurance carried by the Contractor becomes inadequate.

h. Contractor shall pass down the insurance obligations contained herein to all tiers of sub-contractors working under this Contract. It shall be the Contractor’s responsibility to require and confirm that each sub-contractor meets the minimum insurance requirements specified above. The Contractor shall, upon demand of the Authority, deliver to the Authority copies such policy or policies of insurance and the receipts for payment of premiums thereon.

**ARTICLE 38. BONDS**

The Contractor shall furnish the Authority with Payment and Performance Bonds with penal sums in an amount not less than Two Hundred Fifty Thousand Dollars ($250,000), and increase bond capacities as required, to cover the work performed by Contractor pursuant to the Contract.

**ARTICLE 39. BASIS FOR PAYMENT**

The Task Order prices shall include all necessary labor, equipment, materials, tools, services, transportation, permits, utilities and all other items necessary to complete all work associated with the Task Order. Measurement and basis for payment for the various contract pay items will be as follows:

The Authority shall specify the scope of work, including locations and estimated dimensions, for all services to be provided by Contractor on an as-needed basis. The Contractor shall submit a Proposal to the Authority for the work including the necessary rates for the time and materials to complete the Work. The executed Task Order authorizing the Contractor to perform the Work shall be used as the basis for payment to the Contractor.

**ARTICLE 40. PAYMENTS**

a. The Authority shall make monthly progress payments following receipt of undisputed and properly submitted payment requests. Contractor shall be paid a sum equal to ninety-five percent (95%) of the value of Work performed up to the last day of the previous month, less the aggregate of previous payments.

b. Contractor shall demonstrate to Engineer, as part of its monthly progress payment submittal with proof satisfactory to the Engineer, that Record Drawings are being...
maintained in an up-to-date condition. Failure to demonstrate that Record Drawings are in an up-to-date condition shall result in a payment request being deemed incomplete.

c. The Contractor shall, after the full completion of the Work, submit a final payment application. All prior progress estimates shall be subject to correction in the final estimate and payment.

d. Unless otherwise required by law, the final payment of five percent (5%) of the value of the, if unencumbered, shall be paid no later than sixty (60) Days after the date of recordation of the Notice of Completion.

e. Acceptance by Contractor of the final payment shall constitute a waiver of all claims against the Authority arising from this Contract.

f. Payments to the Contractor shall not be construed to be an acceptance of any defective work or improper materials, or to relieve the Contractor of its obligations under the Contract Documents.

g. The Contractor shall submit with each payment request the Contractor’s conditional waiver of lien for the entire amount covered by such payment request, as well as a valid unconditional waiver of lien from the Contractor and all subcontractors and materialmen for all work and materials included in any prior invoices. Waivers of lien shall be in the forms prescribed by California Civil Code section 8132. Prior to final payment by the Authority, the Contractor shall submit a final waiver of lien for the Contractor’s work, together with releases of lien from any subcontractor or materialmen.

h. Payment will not be made for materials wasted or disposed of in a manner not called for under the Contract Documents. This includes rejected material not unloaded from vehicles, material rejected after it has been placed, and material placed outside of the project limits. No compensation will be allowed for disposing of rejected or excess material.

ARTICLE 41. PAYMENTS WITHHELD AND BACKCHARGES

a. In addition to amounts which the Authority may retain under other provisions of the Contract Documents the Authority may withhold payments due to Contractor as may be necessary to cover:

1. Stop Notice Claims.

2. Defective work not remedied.

3. Failure of Contractor to make proper payments to its subcontractors or suppliers.
4. Completion of the Work if there exists a reasonable doubt that the Work can be completed for balance then unpaid.

5. Damage to another contractor or third party.

6. Amounts which may be due the Authority for claims against Contractor.

7. Site clean-up.

8. Failure of the Contractor to comply with requirements of the Contract Documents.

9. Legally permitted penalties.

b. Upon completion of the Contract, the Authority will reduce the final Contract amount to reflect costs charged to the Contractor, backcharges or payments withheld pursuant to the Contract Documents.

ARTICLE 42. OCCUPANCY

The Authority reserves the right to occupy or utilize any portion of the Work at any time before completion, and such occupancy or use shall not constitute Acceptance of any part of Work covered by this Contract. This use shall not relieve the Contractor of its responsibilities under the Contract.

ARTICLE 43. INDEMNIFICATION

To the fullest extent permitted by law, Contractor shall immediately defend (with counsel of the Authority’s choosing), indemnify and hold harmless the Authority, its directors, officials, officers, agents, employees, and representatives, and each of them, and the State, and its officers, employees, agents and representatives, from and against:

a. Any and all claims, demands, causes of action, damages, costs, expenses, losses or liabilities, in law or in equity, of every kind or nature whatsoever for, but not limited to, injury to or death including wrongful death of any person including the Contractor and/or, Authority its Board and each member of the Board, officers, employees, or authorized/designated volunteers of the Authority or Contractor, and damages to or destruction of property of any person, including but not limited to, the Authority and/or Contractor or their directors, officers, employees, or authorized/designated volunteers, arising out of or in any manner directly or indirectly connected with the Work to be performed under this Contract, including claims made by subcontractors for nonpayment, including without limitation the payment of all consequential damages and attorney’s fees and other related costs and expenses, however caused, regardless of whether the allegations are false, fraudulent, or groundless, and regardless of any negligence of the Authority or its Board and each member of the Board, officers, employees, or authorized/designated volunteers (including passive negligence), except the sole
negligence or willful misconduct or active negligence of the Authority or its Board and each member of the Board, its officers, employees, or authorized/designated volunteers. Contractor shall immediately defend upon the Authority’s tender, at Contractor’s own cost, expense and risk, any and all such aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against the Authority its Board and each member of the Board, its officials, officers, agents, employees and representatives, notwithstanding whether Contractor’s liability is or can be established; Contractor’s obligation to indemnify shall survive the termination or completion of this agreement for the full period of time allowed by law and shall not be restricted by the insurance requirements of this Contract or to insurance proceeds, if any received by the Authority, its Board and each member of the Board, officers, employees, or authorized/designated volunteers.

b. Contractor’s defense and indemnity obligation herein includes, but is not limited to damages, fines, penalties, attorney’s fees and costs arising from claims under the Americans with Disabilities Act (ADA) or other federal or state disability access or discrimination laws arising from Contractor’s Work during the course of construction of the improvements or after the Work is complete, as the result of defects or negligence in Contractor’s construction of the improvements.

c. Any and all actions, proceedings, damages, costs, expenses, fines, penalties or liabilities, in law or equity, of every kind or nature whatsoever, arising out of, resulting from, or on account of the violation of any governmental law or regulation, compliance with which is the responsibility of Contractor;

d. Any and all losses, expenses, damages (including damages to the work itself), attorney’s fees, and other costs, including all costs of defense which any of them may incur with respect to the failure, neglect, or refusal of Contractor to faithfully perform the work and all of Contractor’s obligations under the agreement. Such costs, expenses, and damages shall include all costs, including attorney’s fees, incurred by the indemnified parties in any lawsuit to which they are a party.

Contractor shall immediately defend, at Contractor’s own cost, expense and risk, with the Authority’s choosing, any and all such aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against the Authority, its officials, officers, agents, employees and representatives. Contractor shall pay and satisfy any judgment, award or decree that may be rendered against the Authority, its officials, officers, employees, agents, employees and representatives, in any such suit, action or other legal proceeding. Contractor shall reimburse the Authority, its officials, officers, agents, employees and representatives for any and all legal expenses and costs incurred by each of them in connection therewith or in enforcing the indemnity herein provided. The only limitations on this provision shall be those imposed by Civil Code section 2782.
ARTICLE 44. RESOLUTION OF CONSTRUCTION CLAIMS

a. Contractor shall timely comply with all notices and requests for additional compensation and extensions of time, including but not limited to all requirements of Article 49, as a prerequisite to filing any claim governed by this Article. The failure to timely submit a notice of delay or notice of change, or to timely submit a change to the Contract Price or Contract Time, or to timely provide any other notice or request required herein shall constitute a waiver of the right to further pursue the claim under the Contract or at law.

b. **Intent.** Effective January 1, 1991, Section 20104 et seq., of the California Public Contract Code prescribes a process utilizing informal conferences, non-binding judicial supervised mediation, and judicial arbitration to resolve disputes on construction claims of $375,000 or less. Effective January 1, 2017, Section 9204 of the Public Contract Code prescribes a process for negotiation and mediation to resolve disputes on construction claims. The intent of this Article is to implement Sections 20104 et seq. and Section 9204 of the California Public Contract Code. This Article shall be construed to be consistent with said statutes.

c. **Claims:** For purposes of this Article, “Claim” means a separate demand by the Contractor, after a change order duly requested in accordance with Article 49 has been denied by the Authority, for (1) a time extension, (2) payment of money or damages arising from Work done by or on behalf of the Contractor pursuant to the Contract, or (3) an amount the payment of which is disputed by the Authority. A “Claim” does not include any demand for payment for which the Contractor has failed to provide notice, request a change order, or otherwise failed to follow any procedures contained in the Contract Documents.

d. **Filing Claims.** Claims governed by this Article may not be filed unless and until the Contractor completes all procedures for giving notice of delay or change and for the requesting of a time extension or change order, including but not necessarily limited to the procedures contained in Article 49, and Contractor’s request for a change has been denied in whole or in part. Claims governed by this Article must be filed no later than fourteen (14) days after a request for change has been denied in whole or in part or after any other event giving rise to the Claim. Any claim must be submitted in writing to the Authority and shall include on its first page the following in 16 point capital font: “THIS IS A CLAIM.” Furthermore, the claim shall include the documents necessary to substantiate the claim. Nothing herein is intended to extend the time limit or supersede notice requirements otherwise provided by contract for the filing of claims, including all requirements pertaining to compensation or payment for extra work, disputed work, and/or changed conditions. Failure to follow such contractual requirements shall bar any claims or subsequent lawsuits for compensation or payment thereon.

e. **Supporting Documentation.** The Contractor shall submit all Claims in the following format:
1. Summary of claim merit and price, and Contract clause pursuant to which the claim is made.

2. List of documents relating to claim
   (a) Specifications
   (b) Drawings
   (c) Clarifications (Requests for Information)
   (d) Schedules
   (e) Other

3. Chronology of events and correspondence

4. Narrative analysis of claim merit

5. Analysis of claim cost, including calculations and supporting documents

6. Analysis of time impact analysis in CPM format if a time extension is requested

7. Cover letter and certification of validity of the claim

f. **Authority Response to Claim.** Upon receipt of a Claim pursuant to this Article, the Authority shall conduct a reasonable review of the Claim and, within a period not to exceed 45 days of receipt of the claim, or as extended by mutual agreement, shall provide a written statement identifying what portion of the Claim is disputed and what portion is undisputed. Any payment due on an undisputed portion of the Claim will be processed and made within 60 days after the Authority issues its written response.

If the Authority needs approval from its governing board to provide Contractor a written statement as set forth above, and the governing board does not meet within the 45 days or within the mutually agreed to extension of time following receipt of a Claim, the Authority shall have up to three (3) days following the next publicly noticed meeting of governing board after the 45-day period, or extension, expires to provide Contractor a written statement identifying the disputed portion and the undisputed portion of the Claim.

The Authority may request, in writing, within 30 days of receipt of the claim, any additional documentation supporting the claim or relating to defenses or claims the Authority may have. If additional information is needed thereafter, it shall be provided upon mutual agreement of the Authority and the claimant. The Authority’s written response shall be submitted 30 days (15 days if the Claim is
less than $50,000) after receiving the additional documentation, or within the same period of time taken by the claimant to produce the additional information, whichever is greater.

g. **Meet and Confer Conference.** If the Contractor disputes the Authority’s response, or if the Authority fails to respond within the statutory time period(s), the Contractor may so notify the Authority within 15 days of the receipt of the response or the failure to respond, and demand an informal conference to meet and confer for settlement of those portions of the Claim that remain in dispute. Upon such demand, the Authority shall schedule a meet and confer conference within 30 Days.

h. **Mediation.** Within 10 business days following the conclusion of the meet and confer conference, if the claim or any portion thereof remains in dispute, the Authority shall provide the Contractor with a written statement identifying the portion of the claim that remains in dispute and the portion that is undisputed. Any payment due on an undisputed portion of the claim shall be processed and made within 60 Days after the Authority issues its written statement. Any portion of the claim that remains in dispute shall be submitted to nonbinding mediation and the Authority and the Contractor shall equally share the associated mediator fees. The Authority and Contractor shall mutually agree to a mediator within 10 business Days after the disputed portion of the claim has been identified in writing, unless the parties agree to select a mediator at a later time.

1. If the parties cannot agree upon a mediator, each party shall select a mediator and those mediators shall select a qualified neutral third party to mediate with regard to the disputed portion of the claim. Each party shall bear the fees and costs charged by its respective mediator in connection with the selection of the neutral mediator.

2. For purposes of this section, mediation includes any nonbinding process, including, but not limited to, neutral evaluation or a dispute review board, in which an independent third party or board assists the parties in dispute resolution through negotiation or by issuance of an evaluation. Any mediation utilized shall conform to the timeframes in this section.

3. Unless otherwise agreed to by the public entity and the Contractor in writing, the mediation conducted pursuant to this section shall excuse any further obligation under Section 20104.4 to mediate after litigation has been commenced.

4. The mediation shall be held no earlier than the date the Contractor completes the Work or the date that the Contractor last performs Work, whichever is earlier. All unresolved claims shall be considered jointly in a single mediation, unless a new unrelated claim arises after mediation is completed.
i. **Procedures After Mediation.** If following the mediation, the claim or any portion remains in dispute, the Contractor must file a claim pursuant to Chapter 1 (commencing with Section 900) and Chapter 2 (commencing with Section 910) of Part 3 of Division 3.6 of Title 1 of the Government Code prior to initiating litigation. For purposes of those provisions, the running of the period of time within which a claim must be filed shall be tolled from the time the Contractor submits his or her written claim pursuant to subdivision (a) until the time the claim is denied, including any period of time utilized by the meet and confer conference.

j. **Civil Actions.** The following procedures are established for all civil actions filed to resolve Claims of $375,000 or less:

1. Within 60 Days, but no earlier than 30 Days, following the filing or responsive pleadings, the court shall submit the matter to non-binding mediation unless waived by mutual stipulation of both parties or unless mediation was held prior to commencement of the action in accordance with Public Contract Code section 9204 and the terms of this Agreement. The mediation process shall provide for the selection within 15 Days by both parties of a disinterested third person as mediator, shall be commenced within 30 Days of the submittal, and shall be concluded within 15 Days from the commencement of the mediation unless a time requirement is extended upon a good cause showing to the court.

2. If the matter remains in dispute, the case shall be submitted to judicial arbitration pursuant to Chapter 2.5 (commencing with Section 1141.10) of Title 3 of Part 3 of the Code of Civil Procedure, notwithstanding Section 1114.11 of that code. The Civil Discovery Act of 1986 (Article 3 (commencing with Section 2016) of Chapter 3 of Part 4 of the Code of Civil Procedure) shall apply to any proceeding brought under this subdivision consistent with the rules pertaining to judicial arbitration. In addition to Chapter 2.5 (commencing with Section 1141.10) of Title 3 of Part 3 of the Code of Civil Procedure, (A) arbitrators shall, when possible, be experienced in construction law, and (B) any party appealing an arbitration award who does not obtain a more favorable judgment shall, in addition to payment of costs and fees under that chapter, also pay the attorney’s fees on appeal of the other party.

k. **Government Code Claim.**

1. In addition to any and all contract requirements pertaining to notices of and requests for compensation or payment for extra work, disputed work, construction claims and/or changed conditions, the Contractor must comply with the claim procedures set forth in Government Code section 900 et seq. prior to filing any lawsuit against the Authority.
2. Such Government Code claims and any subsequent lawsuit based upon the Government Code claims shall be limited to those matters that remain unresolved after all procedures pertaining to extra work, disputed work, construction claims, and/or changed conditions have been followed by Contractor. If no such Government Code claim is submitted, or if the prerequisite contractual requirements are not otherwise satisfied as specified herein, Contractor shall be barred from bringing and maintaining a valid lawsuit against the Authority.

3. A Government Code claim must be filed no earlier than the date the Work is completed or the date the Contractor last performs Work on the Project, whichever occurs first. A Government Code claim shall be inclusive of all unresolved claims known to Contractor or that should reasonably be known to Contractor excepting only new unrelated Claims that arise after the Government Code claim is submitted.

1. **Non-Waiver.** The Authority’s failure to respond to a claim from the Contractor within the time periods described in this Article or to otherwise meet the time requirements of this Article shall result in the claim being deemed rejected in its entirety.

**ARTICLE 45. AUTHORITY’S RIGHT TO TERMINATE CONTRACT**

a. **Termination for Cause:** The Authority may, without prejudice to any other right or remedy, serve written notice upon Contractor of its intention to terminate this Contract if the Contractor: (i) refuses or fails to prosecute the Work or any part thereof with such diligence as will ensure its completion within the time required; (ii) fails to complete the Work within the required time; (iii) should file a bankruptcy petition or be adjudged a bankrupt; (iv) should make a general assignment for the benefit of its creditors; (v) should have a receiver appointed; (vi) should refuse or fail to supply enough properly skilled workers or proper materials to complete the work; (vii) should fail to make prompt payment to subcontractors or for material or labor; (viii) disregard laws, ordinances, other requirements or instructions of the Authority; or (ix) should violate any of the provisions of the Contract Documents.

The notice of intent to terminate shall contain the reasons for such intention to terminate. Unless within ten (10) Days after the service of such notice, such condition shall cease or satisfactory arrangements (acceptable to the Authority) for the required correction are made, this Contract shall be terminated. In such case, Contractor shall not be entitled to receive any further payment until the Project has been finished. The Authority may take over and complete the Work by any method it may deem appropriate. Contractor and its surety shall be liable to the Authority for any excess costs or other damages incurred by the Authority to complete the Project. If the Authority takes over the Work, the Authority may,
without liability for so doing, take possession of and utilize in completing the Work such materials, appliances, plant, and other property belonging to the Contractor as may be on the Project site.

b. **Termination For Convenience:** The Authority may terminate performance of the Work in whole or, in part, if the Authority determines that a termination is in the Authority’s interest.

The Contractor shall terminate all or any part of the Work upon delivery to the Contractor of a Notice of Termination specifying that the termination is for the convenience of the Authority, the extent of termination, and the effective date of such termination.

After receipt of Notice of Termination, and except as directed by the Authority, the Contractor shall, regardless of any delay in determining or adjusting any amounts due under this Termination for Convenience clause, immediately proceed with the following obligations:

1. Stop Work as specified in the Notice of Termination.

2. Complete any Work specified in the Notice of Termination in a least cost/shortest time manner while still maintaining the quality called for under the Contract Documents.

3. Leave the property upon which the Contractor was working and upon which the facility (or facilities) forming the basis of the Contract Documents is situated in a safe and sanitary manner such that it does not pose any threat to the public health or safety.

4. Terminate all subcontracts to the extent that they relate to the portions of the Work terminated.

5. Place no further subcontracts or orders, except as necessary to complete the remaining portion of the Work.

6. Submit to the Authority, within ten (10) Days from the effective date of the Notice of Termination, all of the documentation called for by the Contract Documents to substantiate all costs incurred by the Contractor for labor, materials and equipment through the Effective Date of the Notice of Termination. Any documentation substantiating costs incurred by the Contractor solely as a result of the Authority’s exercise of its right to terminate this Contract pursuant to this clause, which costs the Contractor is authorized under the Contract Documents to incur, shall: (i) be submitted to and received by the Authority no later than thirty (30) Days after the Effective Date of the Notice of Termination; (ii) describe the costs incurred with particularity; and (iii) be conspicuously identified as
“Termination Costs Occasioned by the Authority’s Termination for Convenience.”

These provisions are in addition to and not in limitation of any other rights or remedies available to the Authority.

c. Notwithstanding any other provision of this Article, when immediate action is necessary to protect life and safety or to reduce significant exposure or liability, the Authority may immediately order Contractor to cease Work on the Project until such safety or liability issues are addressed to the satisfaction of the Authority or the Contract is terminated.

d. If the Contract is terminated by the Authority for cause and it is later determined that the termination was wrongful, such default termination automatically shall be converted to and treated as a termination for convenience. In such event, Contractor shall be entitled to receive only the amounts payable under this section, and Contractor specifically waives any claim for any other amounts or damages, including, but not limited to, any claim for consequential damages or lost profits.

ARTICLE 46. WARRANTY AND GUARANTEE

a. Contractor warrants that all materials and equipment furnished under this Contract shall be new unless otherwise specified in the Contract Documents; and that all Work conforms to the Contract Document requirements and is free of any defect whether performed by the Contractor or any subcontractor or supplier.

b. Unless otherwise stated, all warranty periods shall begin upon the filing of the Notice of Completion. Unless otherwise stated, the warranty period shall be for one year.

c. The Contractor shall remedy at its expense any damage to Authority-owned or controlled real or personal property.

d. Contractor shall furnish the Authority with all warranty and guarantee documents prior to final Acceptance of the Project by the Authority.

e. The Authority shall notify the Contractor, in writing, within a reasonable time after the discovery of any failure, defect, or damage. The Contractor shall within ten (10) Days after being notified commence and perform with due diligence all necessary Work. If the Contractor fails to promptly remedy any defect, or damage; the Authority shall have the right to replace, repair, or otherwise remedy the defect, or damage at the Contractor’s expense.

f. In the event of any emergency constituting an immediate hazard to health, safety, property, or licensees, when caused by Work of the Contractor not in accordance
with the Contract requirements, the Authority may undertake at Contractor’s expense, and without prior notice, all Work necessary to correct such condition.

g. With respect to all warranties, express or implied, from subcontractors, manufacturers, or suppliers for Work performed and Materials furnished under this Contract, the Contractor shall:

1. Obtain for the Authority all warranties that would be given in normal commercial practice;

2. Require all warranties to be executed, in writing, for the benefit of the Authority; and

3. Enforce all warranties for the benefit of the Authority, unless otherwise directed in writing by the Authority.

This Article shall not limit the Authority’s rights under this Contract or with respect to latent defects, gross mistakes, or fraud. The Authority specifically reserves all rights related to defective work, including but not limited to the defect claims pursuant to California Code of Civil Procedure section 337.15.

ARTICLE 47. DOCUMENT RETENTION & EXAMINATION

a. In accordance with Government Code section 8546.7, records of both the Authority and the Contractor shall be subject to examination and audit by the State Auditor General for a period of three (3) years after final payment.

b. Contractor shall make available to the Authority any of the Contractor’s other documents related to the Project immediately upon request of the Authority.

c. In addition to the State Auditor rights above, the Authority shall have the right to examine and audit all books, estimates, records, contracts, documents, Bid documents, subcontracts, and other data of the Contractor (including computations and projections) related to negotiating, pricing, or performing the modification in order to evaluate the accuracy and completeness of the cost or pricing data at no additional cost to the Authority, for a period of four (4) years after final payment.

ARTICLE 48. SEPARATE CONTRACTS

a. The Authority reserves the right to let other contracts in connection with this Work or on the Project site. Contractor shall permit other contractors reasonable access and storage of their materials and execution of their work and shall properly connect and coordinate its Work with theirs.
b. To ensure proper execution of its subsequent Work, Contractor shall immediately inspect work already in place and shall at once report to the Engineer any problems with the work in place or discrepancies with the Contract Documents.

c. Contractor shall ascertain to its own satisfaction the scope of the Project and nature of any other contracts that have been or may be awarded by the Authority in prosecution of the Project to the end that Contractor may perform this Contract in the light of such other contracts, if any. Nothing herein contained shall be interpreted as granting to Contractor exclusive occupancy at site of the Project. Contractor shall not cause any unnecessary hindrance or delay to any other contractor working on the Project. If simultaneous execution of any contract for the Project is likely to cause interference with performance of some other contract or contracts, the Engineer shall decide which Contractor shall cease Work temporarily and which contractor shall continue or whether work can be coordinated so that contractors may proceed simultaneously. The Authority shall not be responsible for any damages suffered or for extra costs incurred by Contractor resulting directly or indirectly from award, performance, or attempted performance of any other contract or contracts on the Project site.

ARTICLE 49. NOTICE AND SERVICE THEREOF

All notices shall be in writing and either served by personal delivery or mailed to the other party as designated in the Bid Forms. Written notice to the Contractor shall be addressed to Contractor’s principal place of business unless Contractor designates another address in writing for service of notice. Notice to the Authority shall be addressed to the Authority as designated in the Notice Inviting Bids unless the Authority designates another address in writing for service of notice. Notice shall be effective upon receipt or five (5) Days after being sent by first class mail, whichever is earlier. Notice given by facsimile shall not be effective unless acknowledged in writing by the receiving party.

ARTICLE 50. NOTICE OF THIRD PARTY CLAIMS

Pursuant to Public Contract Code section 9201, the Authority shall provide Contractor with timely notification of the receipt of any third-party claim relating to the Contract.

ARTICLE 51. STATE LICENSE BOARD NOTICE

Contractors are required by law to be licensed and regulated by the Contractors’ State License Board which has jurisdiction to investigate complaints against contractors if a complaint regarding a patent act or omission is filed within four (4) years of the date of the alleged violation. A complaint regarding a latent act or omission pertaining to structural defects must be filed within ten (10) years of the date of the alleged violation. Any questions concerning a contractor may be referred to the Registrar, Contractors’ State License Board, P.O. Box 26000, Sacramento, California 95826.
ARTICLE 52. INTEGRATION

a. Oral Modifications Ineffective. No oral order, objection, direction, claim or notice by any party or person shall affect or modify any of the terms or obligations contained in the Contract Documents.


ARTICLE 53. ASSIGNMENT

Contractor shall not assign, transfer, convey, sublet, or otherwise dispose of this Contract or any part thereof including any claims, without prior written consent of the Authority. Any assignment without the written consent of the Authority shall be void. Any assignment of money due or to become due under this Contract shall be subject to a prior lien for services rendered or Material supplied for performance of Work called for under the Contract Documents in favor of all persons, firms, or corporations rendering such services or supplying such Materials to the extent that claims are filed pursuant to the Civil Code, the Code of Civil Procedure or the Government Code.

ARTICLE 54. CHANGE IN NAME AND NATURE OF CONTRACTOR’S LEGAL ENTITY

Should a change be contemplated in the name or nature of the Contractor’s legal entity, the Contractor shall first notify the Authority in order that proper steps may be taken to have the change reflected on the Contract.

ARTICLE 55. ASSIGNMENT OF ANTITRUST ACTIONS

Pursuant to section 7103.5 of the Public Contract Code, in entering into a public works contract or subcontract to supply goods, services, or materials pursuant to a public works contract, Contractor or subcontractor offers and agrees to assign to the Authority all rights, title, and interest in and to all causes of action it may have under section 4 of the Clayton Act (15 U.S.C. section 15) or under the Cartwright Act (chapter 2 (commencing with section 16700) of part 2 of division 7 of the Business and Professions Code), arising from the purchase of goods, services, or materials pursuant to this Contract or any subcontract. This assignment shall be made and become effective at the time the Authority makes final payment to the Contractor, without further acknowledgment by the parties.

ARTICLE 56. PROHIBITED INTERESTS

No Authority official or representative who is authorized in such capacity and on behalf of the Authority to negotiate, supervise, make, accept, or approve, or to take part in negotiating, supervising, making, accepting or approving any engineering, inspection, construction or material supply contract or any subcontract in connection with construction of the project, shall be or become directly or indirectly interested financially in the Contract.
ARTICLE 57. LAWS AND REGULATIONS

a. Contractor shall give all notices and comply with all laws, ordinances, rules and regulations bearing on conduct of work as indicated and specified. If Contractor observes that drawings and specifications are at variance therewith, he shall promptly notify the Engineer in writing and any necessary changes shall be adjusted as provided for in this Contract for changes in work. If Contractor performs any work knowing it to be contrary to such laws, ordinances, rules and regulations, and without such notice to the Engineer, he shall bear all costs arising therefrom.

b. Contractor shall be responsible for familiarity with the Americans with Disabilities Act (“ADA”) (42 U.S.C. § 12101 et seq.). The Work will be performed in compliance with ADA regulations.

ARTICLE 58. PATENT FEES OR ROYALTIES

The Contractor shall include in its Bid amount the patent fees or royalties on any patented article or process furnished or used in the Work. Contractor shall assume all liability and responsibility arising from the use of any patented, or allegedly patented, materials, equipment, devices or processes used in or incorporated with the Work, and shall defend, indemnify and hold harmless the Authority, its officials, officers, agents, employees and representatives from and against any and all liabilities, demands, claims, damages, losses, costs and expenses, of whatsoever kind or nature, arising from such use.

ARTICLE 59. OWNERSHIP OF CONTRACT DOCUMENTS

All Contract Documents furnished by the Authority are Authority property. They are not to be used by Contractor or any subcontractor on other work nor shall Contractor claim any right to such documents. With exception of one complete set of Contract Documents, all documents shall be returned to the Authority on request at completion of the Work.

ARTICLE 60. NOTICE OF TAXABLE POSSESSORY INTEREST

In accordance with Revenue and Taxation Code section 107.6, the Contract Documents may create a possessory interest subject to personal property taxation for which Contractor will be responsible.

END OF GENERAL CONDITIONS
ATTACHMENT “A”

SWEETWATER AUTHORITY
ON-CALL CONTRACT
TASK ORDER NO. ____

This Task Order No. ____ (“Task Order”) is entered into this ___ day of ____________, 20___, by and between Sweetwater Authority (“Authority”) and __________________________ (“Contractor”).

RECITALS

A.  On or about __________, 2020 the Authority and Contractor executed that certain On-Call Contract for General Construction Services (“Contract”).

B.  The Contract provides that the Parties would enter into a Task Order to authorize certain work set forth in the Scope of Work. The purpose of this Task Order is to authorize work on the terms and conditions set forth herein.

NOW, THEREFORE, the parties hereto hereby agree:

1.  Contractor shall perform all Work necessary to complete those services described in the Scope of Services attached hereto as Exhibit “1” and by this reference incorporated herein.

2.  Contractor shall be paid by the Authority on the basis of time and materials as more particularly set forth in the Proposal attached hereto as Exhibit “2.” In no event shall the amount paid exceed the sum of ____________________ Dollars ($____________) for this Task Order without written authorization from the Authority.

3.  Except as amended or supplemented herein or in previous Task Orders, the terms and conditions of the Contract shall remain in full force and effect.

IN WITNESS WHEREOF, the Authority and Contractor have caused this Task Order No. ____ to be executed as of the day and year first above written.

“CONTRACTOR”

___________________________

___________________________

By:

Name:

Its:

“AUTHORITY”

SWEETWATER AUTHORITY, a public agency

By:

Name:

Its:
ATTACHMENT “A”

EXHIBIT “1”

TO

TASK ORDER NO. ___

[INSERT SCOPE OF SERVICES]
ATTACHMENT “A”

EXHIBIT “2”

TO

TASK ORDER NO. ___

[INSERT CONTRACTOR’S PROPOSAL]
CONTRACTOR SAFETY

The Authority has established a screening process so that they hire and use only contractors who accomplish the desired job tasks without compromising the safety and health of any employees at any of their facilities. For applicable contractors, the Authority will ensure that the Contractor has the appropriate job skills, knowledge, and certifications required, and that his/her work methods and experience is properly evaluated by experienced Authority personnel. In addition, the Authority may obtain information on injury and illness rates of the contractor. Applicable contractors include all contractors performing construction, maintenance or repair, renovation, or specialty work. It does not apply to other supply services.

Contract employees must perform their work safely. Considering that contractors often perform very specialized and potentially hazardous tasks, their work must be controlled while they are working for the Authority. A permit system (work authorization) for some activities with elevated potential for injury/illness and/or property damage is in place. (See forms at the end of this section). The use of the authorization system keeps the Authority informed of contract employee’s activities.

AUTHORITY RESPONSIBILITIES

The specific responsibilities of the Authority are delineated below:

1. When selecting a contractor, the Authority will take into account the safety record and the management commitment to safety of a contract employer. The Authority’s Project Manager will obtain and evaluate information regarding the contract employer’s safety performance and programs prior to allowing them to work onsite.

2. Prior to allowing the contractor on site, the Authority’s Project Manager will inform the contract employer of any known potential fire, explosion, or atmospheric hazards related to the contractor’s work. A contractor information packet is provided to each Contractor. Specific forms requiring the Contractor’s signature stating that he/she has received the information and will make it available to each of his/her employees prior to their entering the Authority facility must be completed before any onsite Work can begin.

3. The Authority’s Project Manager or designee will provide and explain the Authority’s emergency action plan as applicable to the contractor’s employees prior to their admittance into a facility. A specific form requiring the contractor’s signature stating that he/she has received the information and will make it available to each of his/her employees prior to their entering the facility is required before any onsite work can begin.

4. The Authority has implemented safe work practices consistent with their operating procedures. The Authority will define the applicable procedures to all Contractor employees and assure that they are followed on all Work within the facility. If Authority personnel observe an unsafe condition that is in violation of applicable federal and state Construction Safety Orders, laws and regulations, a Notice of Unsafe Condition Form (see attached) will be given to the contractor.
5. Authority personnel will meet and evaluate the performance of Contract employees in meeting their responsibilities. The meetings will take place following any specific outside Contract Work that involves a one-time work effort, or within fourteen (14) days of job initiation and at least quarterly thereafter for Contractors involved in on-going programs.

6. The Authority’s Project Manager will take appropriate steps to see that any deficiencies found in step 4 and/or 5 above, are immediately corrected or that the Contractor is replaced.

7. The Authority’s Project Manager will maintain a log of Contract employees injuries and illness related to the Contractor’s Work in the process areas.

**CONTRACT EMPLOYER RESPONSIBILITIES**

The Contractor has the primary responsibility to assure that its employees are trained in work practices necessary to safely perform their jobs. Subcontractors have the same responsibilities as the Contractor. The Authority has the responsibility to assure that the Contractor’s practices include the following specific areas of responsibility:

1. The Contractor must assure that each contract employee is instructed in the known potential hazards (e.g. fire, explosion, atmospheric, or chemical exposure) related to his or her job and the process, and in the applicable provisions of the emergency response plan as provided by the Authority.

2. The Contractor must document that each of its contract employees have received and understood the training given to them. The record must include the identity of the Contractor employee, the date of training, and the means used to verify that the employee understood the training.

3. The Contractor must assure that each contract employee follows applicable safety regulations regarding Confined Spaces, Hazard Communication, Lock out/Tag out, etc., (See Federal OSHA, California OSHA standards).

4. The Contractor must advise the Authority’s Project Manager of any unique hazards presented by the Contractor’s Work, or of hazards found by the contract employer’s Work.
## SUMMARY OF FACILITY AND CONTRACTOR RESPONSIBILITIES

<table>
<thead>
<tr>
<th>RESPONSIBILITIES</th>
<th>FACILITY</th>
<th>CONTRACTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review contractor safety record</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Provide information on hazards:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To contractor</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>To contractor employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explain emergency action plan:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To contractor</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>To contractor employees</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Safe work practices:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Assure adherence</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Control entrance, presence, and exit of contractor and contract employees</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Evaluate contractor performance</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Maintain contract employee injury, illness log</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Assure/document contract employee training</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Review injury, illness log and contract employee training records</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Advise Authority of unique hazards</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
OUTSIDE CONTRACTOR HAZARD COMMUNICATION FORM

The following is a list of hazardous chemicals at the Authority which the Contractor, its employees and subcontractors could be exposed to while performing Work in the facility.

<table>
<thead>
<tr>
<th>Chemical</th>
<th>Hazard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
</tr>
</tbody>
</table>

The Authority’s programs and operations are not intended, nor should they be construed, as an undertaking to meet whatever obligations may be imposed upon you or your company under an Occupational Safety & Health Act or any other statute establishing building or operational safety or health standards. Further, no representation is hereby made, or intended, that by compliance with the statement listed on the attached page two of this Outside Contractor Hazard Communication Form, you will be in full compliance with the standard of any such state or federal law.
OUTSIDE CONTRACTOR HAZARD COMMUNICATION FORM (Continued)

____________________________________, representing__________________________(company) has been instructed on the hazardous chemicals he/she or his/her employees could be exposed to while working at the Authority facility. The Contractor has been instructed on the location of the nearest eyewash, shower station, and MSDS binder.

Contractor has reviewed the Authority Evacuation Plan and accepts full responsibility for implementing an evacuation plan for all employees under his/her direction to safely evacuate their work area while working at the Authority’s facilities. Contractor has informed all of its employees of all hazardous chemicals they could be exposed to and which measures should be taken to lessen the exposure of these chemicals while working at the Authority’s facilities.

Signed: ________________________________________________________________
Print Name: ___________________________________________________________
Date: __________________________________________________________________

-THESE SECTIONS TO BE COMPLETED BY SWEETWATER AUTHORITY-

This form was presented to ________________________________________________
Representing ___________________________________________ on _________
By ________________________________________________________________.

Sweetwater Authority

(Page 2 of 2)
OUTSIDE CONTRACTOR LOCK OUT/TAG OUT FORM

To comply with state and federal regulations and the Authority’s Lock Out/Tag Out Program, this form must be completed by any contractor performing work at Authority facilities in which Lock Out/Tag Out procedures pertain.

The Authority’s programs and operations are not intended, nor should they be construed, as an undertaking to meet whatever obligations may be imposed upon you or your company under any Occupational Safety & Health Act or any other statute establishing building or operational safety or health standards. Further, no representation is hereby made, or intended, that by compliance with this form or statement listed above, you will be in full compliance with the standards of any such state and federal law.

CONTRACTOR AGREES TO FULFILL ALL ITS OBLIGATIONS AND RESPONSIBILITIES PERTAINING TO THE LOCK OUT/TAG OUT REGULATIONS AND LAWS AS STATED IN THE CAL OSHA AND FED OSHA STANDARDS.

CONTRACTOR HAS INSTRUCTED AND TRAINED ALL OF ITS EMPLOYEES IN ITS OWN LOCK OUT/TAG OUT PROGRAM. CONTRACTOR WILL PROVIDE AUTHORITY WITH A COPY OF ITS LOCK OUT/TAG OUT PROGRAM BEFORE ANY WORK BEGINS. THE OUTSIDE CONTRACTOR AGREES TO FOLLOW AND ABIDE BY AUTHORITY’S LOCK OUT/TAG OUT PROGRAM.

Signed: ____________________________
Print Name: ____________________________
Date: ____________________________

-THESE SECTIONS TO BE COMPLETED BY SWEETWATER AUTHORITY-

I have given a copy of the Authority Lock Out/Tag Out Program to

________________________________________________________
representing_____________________________________________________

Date: ____________________________
Signed: ____________________________
Sweetwater Authority
To Be Completed Prior to Work Initiation

**CONTRACTOR SAFETY FORM**

1. Contractor __________________________________________________________

2. Job Description ______________________________________________________

3. Contractor Safety Plans Available to Authority

<table>
<thead>
<tr>
<th></th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury and Illness Prevention Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe Work Practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor Work Hazards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Plans/Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Certificates for Employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Response Training</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Contractor Employee Training Program

   Union Certifications

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

   Mandatory Training Program

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

   Authority’s Evaluation Comments

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

   Date: ________________  Signed: ______________________________

   Sweetwater Authority
**EMERGENCY RESPONSE PLAN INFORMATION RECEIPT**

I, __________________________, representing __________________________ have received and been instructed in Authority’s Emergency Response Plan. As a selected Authority contractor, I have been instructed to provide this information to all contractor employees prior their working on the Authority facility, and to ensure that each employee understands the applicable required procedures.

Signed: 
____________________________

Print Name: 
____________________________

Date: 
____________________________

-THIS SECTION TO BE COMPLETED BY SWEETWATER AUTHORITY-

This form was presented to ______________ representing __________________________
on ______________________________ and returned to ______________________________.

Signed: __________________________

Sweetwater Authority
# CONTRACTOR EMPLOYEE INJURY/ILLNESS LOG

Contractor ________________________________________________

<table>
<thead>
<tr>
<th>Contractor Employee</th>
<th>Description of Injury/Illness</th>
<th>Disposition</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Notice of Unsafe Condition

CONTRACTOR: ________________________________________________________________

SWEETWATER AUTHORITY PROJECT: ____________________________________________

BUDGET PROJECT #: __________________________________________________________

As set forth in the Sweetwater Authority (Authority) contract section 00780, Authority standards require compliance with all applicable laws, ordinances and regulations, including orders pertaining to safety.

Your attention is directed to the unsafe condition prevailing at the following described site and your responsibility to utilize procedures in accordance with the applicable federal and state Construction Safety Orders, laws and regulations.

Site and/or condition:

____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

☐ You are again directed to comply with all safety orders by making an immediate and proper response or correction.

☐ You are directed to immediately cease operations related to the unsafe condition, measure, procedure, equipment or device(s). Furthermore, you shall not expose employees to associated hazards until a solution to these safety issues has been agreed upon.

Issued by: ______________________________  Date/Time: ______________________________

Name and Title

Issued to: ______________________________  Date/Time: ______________________________

Name and Title

cc: Sweetwater Authority:
Engineering
Project Manager
Safety office

65

CONTRACTOR SAFETY
FOR SWEETWATER AUTHORITY
SAFE WORK PRACTICES
SAFETY WORK PERMIT/WORK ORDER

NUMBER: ___________________________ DATE: __/__/__
LOCATION: __________________________________________
EQUIPMENT: __________________________________________
WORK/TASK: __________________________________________

CHECK IF APPLICABLE DATE INITIAL
__CONFINED SPACE ENTRY INVOLVED __/__/__ ________
Confined Spaces Permit required.

__LOCK OUT/TAG OUT NEEDED __/__/__ ________
List Lock out Devices and where they are used.

__BURNING/WELDING/HOT WORK __/__/__ ________

__ELECTRICAL – HOT WORK __/__/__ ________

__OTHER/SPECIFY __/__/__ ________

SUPERVISORY APPROVAL TO PROCEED:
SUPERVISOR: ______________________ DATE: __/__/__ TIME:_________

<table>
<thead>
<tr>
<th>PURPOSE CODE</th>
<th>LO/TO DEVICE</th>
<th>LOCATION</th>
<th>DATE – OFF</th>
<th>DATE - ON</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PURPOSE CODES: CV-CLOSED VALVES, OV-OPEN VALVE, LB-LOCK BREAKER, TS-TAG SWITCH, DL-DISCONNECT LINE, BD-BLOCKING DEVICE, ED-ELECTRICAL DISCONNECT

PROCEDURE/DIAGRAMS AVAILABLE (Y/N): ___

EMPLOYEE AND AFFECTED EMPLOYEES:

NAME ______________________ DATE: __/__/__
NAME ______________________ DATE: __/__/__

SUPERVISORY APPROVAL – WORK COMPLETED:
SUPERVISOR: ______________________ DATE: __/__/__ TIME:_________

COMMENTS: ____________________________

67 CONTRACTOR SAFETY
FOR SWEETWATER AUTHORITY
APPENDIX 1
CONFINED SPACE ENTRY PERMIT

This permit is valid for twenty-four (24) hours only. If work is not completed within twenty-four (24) hours, a new permit is required. If the jobsite is left unattended for one (1) hour or more, or if additional hazards are discovered, a new permit is required. This permit must be available for inspection at the jobsite for the duration of the confined space work.

Location:  

Date/time: Work to be performed:  

Est. time of entry pm Est. time of completion pm  

Names of authorized Entrants: Names of Standby Attendants:  

Authorization: I authorize the above employees to begin preparations to enter the confined space at this specified location on the date indicated.  

Field Supervisor Date  

Hazards to be controlled/eliminated in the confined space (check if apply):  

Oxygen less than 19.5%  Toxic gases/vapors present  

Combustible gases/vapors present Means of entry/exit  

Other: specify (permanent ladder unsafe, excess water, electrical hazard, etc.):  

Equipment required for entry and work. A checklist may be attached. Indicate N/A if an item is not applicable:  

1) Has a gas detector been provided? I.D. No. Date calibrated  

2) Has a blower been provided for adequate ventilation?  

3) Is rescue equipment available including a safety harness, manlift, lifeline and SCBA in case of emergency?  

4) Are material hoist lines and containers available for lowering/raising tools, equipment, and supplies?  

Y N

Y N

Y N

Y N

Y N
CONFINED SPACE ENTRY PERMIT (continued)

5) Has lighting been provided? Y____ N____
6) Has ground fault protection been provided for damp/wet conditions? Y____ N____
7) Is all personal protective equipment available including respirators, clothing, boots, gloves, hats, etc.? Y____ N____
8) Are disinfection materials available? Y____ N____

Preparation for entry. Initial as completed

1) Local fire department notified to be on standby. ____________ Initials
   Fire Dept. _______________ Contact: ______________________
2) Space purged with blower for a minimum of five (5) minutes to provide fresh air.
   ____________
3) Atmosphere tested for oxygen deficiency, combustibles, and toxics (results to be recorded).
   ____________
4) Precautions taken to prevent fires/explosions; that is, no sparks, no smoking, use of explosion-proof equipment, etc.
   ____________
5) All energy sources locked out/tagged out, disconnected, or restrained.
   ____________
6) Space isolated to prevent entry of hazardous materials, hazardous temperatures/pressures; valves closed and secured.
   ____________
7) Calculations for ventilation completed (record below).
   ____________

   Formula: \[
   \frac{\text{cu. ft. space}}{\text{cu. ft./min. blower}} = \frac{\text{minutes for one air exchange}}{60 \text{ min./hr.}} = \frac{\text{air exchanges per hour}}{\text{min. for one exch.}}
   \]

   NOTE: Blower capacity based on maximum of two 90-degree bends. Maintain minimum of 20 air exchanges per hour.

Hot Work Permit: Complete the following if hot work (any work that produces arcs, sparks, flames, heat, or other sources of ignition) is to be performed in the confined space:

Hot work to be performed: __________________________________________________________

Who will do the work: _______________ Est. duration of work _______________

Atmosphere checked for zero percent combustibles: Y____ N____

NOTE: Hot work cannot proceed unless combustibles are zero percent.

Confined space checked for solvents, flammable coatings, residues and/or any other flammable sources: Y____ N____
APPENDIX 1

CONFINED SPACE ENTRY PERMIT (CONTINUED)

Equipment required:__________________________________________________________

Precautions to be followed:____________________________________________________

Certification: I certify that all required precautions have been taken and the necessary equipment is provided for safe entry and work in this confined space.

Entry Supervisor (signature):___________ Date:_______ Time_______am/pm

Atmospheric Testing conducted by:_____________________________________________

<table>
<thead>
<tr>
<th>OXYGEN</th>
<th>COMBUSTIBLES</th>
<th>HYD. SULFIDE</th>
<th>HEAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.5-23.5%</td>
<td>max. 10% LEL</td>
<td>max. 10 ppm</td>
<td>degrees F.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reading/Time</th>
<th>Reading/Time</th>
<th>Reading/Time</th>
<th>Reading/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
</tbody>
</table>

(If more space is needed, use Atmospheric Testing Log Sheet.)

Work in confined space began at_______pm on_________________________ (date)

Work was completed at_______pm on_________________________ (date)

Entry Supervisor (Signature):________________________________ Date________________

Give completed permit to your Supervisor. Supervisor to forward a copy to the Safety Office.
**APPENDIX 2**

**CONFINED SPACE MATERIALS AND EQUIPMENT LIST**

The following items are suggested for use when work will be performed in a confined space. Use this list to help pre-plan your job and to account for items taken into and out of a confined space.

<table>
<thead>
<tr>
<th>MATERIAL/EQUIPMENT NEEDED</th>
<th>NEEDED YES/NO</th>
<th>TAKEN IN</th>
<th>TAKEN OUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Gas detector</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Air blower (electric or gas)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Air ducting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Respirator (cartridge type or SCBA)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Safety harness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Safety lanyard</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Safety climb/belt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Manlift (tripod)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Light for manlift</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Safety rope (for personnel)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Rope for hoisting materials/equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Flashlights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Extension cord(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 No-fault breaker</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Extra batteries for gas detector, flashlights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 White paper (Tyvek) suits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 Rubber boots</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Plastic tub (for disinfecting boots)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Chlorine (for disinfecting)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 3

ATMOSPHERE TESTING PROCEDURE FOR CONFINED SPACES

Prior to entry in a confined space, test the atmosphere as follows:

A. Turn on the gas detector in fresh air.

B. Open the confined space just enough to allow testing of the atmosphere inside. Be careful to minimize the chance of creating sparks.

C. Insert the probe or sensor into the space and take the reading for oxygen first, then take the readings for combustibles and hydrogen sulfide.

D. If an alarm sounds, handle as follows:

1) Oxygen Deficiency: Ventilate for at least five (5) minutes, then recheck. If still deficient, ventilate an additional five (5) minutes. If the alarm still does not clear, contact your Supervisor (or designated individual) or the Safety Coordinator to determine how/if the work is to proceed.

2) Combustibles: If 0.2 to 0.8, monitor for five (5) minutes. If the reading is constant or falls, remove the cover and ventilate according to the pre-entry procedure.

   If the reading is above 0.8, or if it rises, contact your Supervisor (or designated individual) or the Safety Coordinator to determine how/if the work is to proceed.

   A reading of 1.0 (100%) indicates that an explosion is imminent. Stop all traffic. Keep all personnel, pedestrians, and sources of ignition well away from the gas concentration.

3) Hydrogen Sulfide: If 10 ppm to 30 ppm, monitor for five (5) minutes. If the reading remains constant or falls, remove the cover and ventilate per the pre-entry procedure.

   If the reading is above 30 ppm or if it rises, contact your Supervisor (or designated individual) or Safety Coordinator to determine how/if the work is to proceed.

E. If all three (3) tests are within acceptable limits, open the access cover and proceed with pre-entry under the Confined Spaces Safe Work Procedure.

NOTE: Upon entry, CHECK AIR POCKETS AT MULTIPLE LEVELS & DISTANCES in the confined space to ensure no hazardous contaminants are present which were not detected during the pre-entry testing.
Record preliminary readings on a Confined Space Entry Permit or on an Atmospheric Testing Log sheet. Subsequent test readings shall be logged at no more than thirty (30)-minute intervals during the course of the confined space work. Submit all confined space documents to your Supervisor for record keeping.

[REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK]
APPENDIX 4

Potable Water Discharge Record and Checklist

Reason for Discharge: Check discharge event below and refer to the Best Management Practices (BMP) in the Potable Water Discharge Manual (OPS blue binder) for BMP.

<table>
<thead>
<tr>
<th>SBMP section I</th>
<th>SBMP section II</th>
<th>SBMP section III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dewatering mains</td>
<td>Dewatering Reservoirs or Water Storage Facilities</td>
<td>Unscheduled Water Discharge Events</td>
</tr>
<tr>
<td>Main maintenance</td>
<td>Tank Spill</td>
<td>Curb Stop Leak</td>
</tr>
<tr>
<td>Main construction Activities</td>
<td>Tank Release</td>
<td>Service leak</td>
</tr>
<tr>
<td>WQ flushing</td>
<td>Ground Water Testing</td>
<td>Damage by contractor</td>
</tr>
<tr>
<td>Flow test</td>
<td>Perdue Water Treatment</td>
<td>Vehicular-damaged fire hydrant</td>
</tr>
<tr>
<td>New pipeline flushing &amp; testing</td>
<td>Super-Chlorinated Discharges</td>
<td>Backflow device vandalism</td>
</tr>
<tr>
<td>FI Maint/Flushing</td>
<td>Well Drilling</td>
<td>Fire Hydrant Leak</td>
</tr>
<tr>
<td>Valve Maint/Flushing</td>
<td>Annual Rep. Monitoring</td>
<td>Leak</td>
</tr>
<tr>
<td>Flushing Program 1 2 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarterly/Annual Rep. Monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Super-Chlorinated Discharges</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Location: ______________________________________

RO # / Service # / WO# / FA# # ______________

Potential Danger or Impact: ____________________________

Point of Discharge: __________________________________

PSF2 __________ 1/4 section ______ Start time__________ Finish time__________

Size of outlet ______ Type of outlet ______ Estimated gallons of discharge ____________

Nearest Storm Drain Location: __________________________

Type of De-chlorination: □ Diffuser De-chlorinator □ Injection
□ Sodium Sulfite □ Sodium Thiosulfate
□ Sodium Metabisulfite □ Ascorbic Acid

Best Management Practices Utilized: __________________________

Amount of time to setup/take down BMP’s including cleanup: ____________

<table>
<thead>
<tr>
<th>Discharge Event Monitoring Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample #</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

1 If discharge < 20 min, take one sample during first 10 min; if 20 - 60 min, take a second sample within the next 50 min (i.e. within last 10 min of discharge); if >60 min, take a third sample within the last 10 min.
2 Not required for non-chlorinated discharges.
3 Turbidity grab sample required; if measured value is > turbidity action level of 100 NTU, additional BMPs must be implemented.
4 pH only required for superchlorinated discharges.
5 Potable water discharge exceeding 325,850 gallons (discharge) requires early notification to SWRCB.
## APPENDIX 5

### CONFINED SPACE ATMOSPHERIC TESTING LOG

Atmospheric testing conducted by: _______________________________ Date: ____________

Location: __________________________________________________________________________________________

Detector Serial No. _______________________________ Calibration date: ________________

<table>
<thead>
<tr>
<th>OXYGEN</th>
<th>COMBUSTIBLES</th>
<th>HYD. SULFIDE</th>
<th>Other (specify):</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.5-23.5%</td>
<td>max. 10% LEL</td>
<td>max. 10 ppm</td>
<td>_______________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reading/Time</th>
<th>Reading/Time</th>
<th>Reading/Time</th>
<th>Reading/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
<tr>
<td>am</td>
<td>am</td>
<td>am</td>
<td>am</td>
</tr>
<tr>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
<td>/ pm</td>
</tr>
</tbody>
</table>

**COMMENTS/OBSERVATIONS:**

Readings are to be taken and recorded at least once every thirty (30) minutes while the confined space is occupied. Return completed log sheets to your Supervisor for recordkeeping.

**END OF CONTRACTOR SAFETY FOR SWEETWATER AUTHORITY**
## SUMMARY OF PROPOSAL RANKINGS BY STAFF

### 2020 Time and Materials General Construction Services

<table>
<thead>
<tr>
<th>Ranking Criteria</th>
<th>Responsiveness to Request for Proposal</th>
<th>Qualification and Experience of Assigned Personnel</th>
<th>Public Works Experience</th>
<th>OSHA Reportable Accidents</th>
<th>Claims</th>
<th>Experience Modification Rate</th>
<th>Quality Assurance Plan</th>
<th>Response to Sample Job</th>
<th>Financial Standing</th>
<th>TOTAL SCORE</th>
<th>RANKING</th>
</tr>
</thead>
</table>

### Reference to RFP Section

<table>
<thead>
<tr>
<th>Contractor A</th>
<th>Rater A</th>
<th>Rater B</th>
<th>Rater C</th>
<th>Rater D</th>
<th>Rater E</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCORE</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>5</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contractor B</th>
<th>Rater A</th>
<th>Rater B</th>
<th>Rater C</th>
<th>Rater D</th>
<th>Rater E</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCORE</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>5</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contractor C</th>
<th>Rater A</th>
<th>Rater B</th>
<th>Rater C</th>
<th>Rater D</th>
<th>Rater E</th>
<th>AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCORE</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>5</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>AVERAGE</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
</tr>
</tbody>
</table>
TO: Governing Board  
FROM: Management  
DATE: March 6, 2020  
SUBJECT: Selection Process for Federal and/or State Lobbyist

SUMMARY
Historically, the Authority has utilized the assistance of both a federal lobbyist and, at times, a state lobbyist to assist the Authority in influencing and advancing strategic legislation, seeking and securing federal and state funding on behalf of the Authority and/or the region, and brokering connections between the Authority and key elected officials. All water agencies receive indirect benefits from the lobbying and legislative advocacy efforts of the San Diego County Water Authority, the American Water Works Association, and the Association of California Water Agencies, but these services do not directly result in funding for the Authority or solicit support for Authority projects.

Federal Initiatives
Since 2000, the Authority has contracted with Thomas Walters and Associates (Walters and Associates) for federal lobbying services. The most recent competitive selection process occurred in 2017, with the Authority selecting Walters and Associates. The current contract with Walters and Associates expires in May 2020.

In January 2020, Don Gilchrest of Walters and Associates met with each of the Board Members to discuss legislative priorities and opportunities.

State Initiatives
The Authority does not currently contract with a State Lobbyist. Previously, the Authority contracted with The Rick Alexander Company (TRAC) to provide lobbying support for the Authority at the state level. This contract was $20,000 per year. The Authority discontinued its relationship with TRAC in May 2015 and opted not to select another state lobbyist at that time.

Next Steps
As noted above, the contract with Walters and Associates expires in May 2020. Staff is seeking direction from the Board on the process for selection of the Authority's next lobbyist(s).
Memo to: Governing Board  
Subject: Selection Process for Federal and/or State Lobbyist  
March 6, 2020  
Page 2 of 2

PAST BOARD ACTIONS

<table>
<thead>
<tr>
<th>Date</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 22, 2020</td>
<td>Board Members reported out on individual meetings with Federal Lobbyist, Don Gilchrest of Walters and Associate.</td>
</tr>
<tr>
<td>November 13, 2019</td>
<td>Board approved per diem for Directors meeting with federal lobbyist Thomas Walter and Associates – January 13-14, 2020</td>
</tr>
<tr>
<td>June 14, 2017</td>
<td>Board approved a contract with Walters and Associates for up to 3 years for federal lobbying services</td>
</tr>
</tbody>
</table>

FISCAL IMPACT

The contract with Walters & Associates is $24,000 per year. This is a flat fee for all services rendered.

POLICY

Strategic Plan Goal 5: Financial Viability (FV) – Ensure long-term financial viability of the agency through best practices, operational efficiency, and maximizing assets

- Objective FV2 – Identify and pursue grant funds for high priority projects and programs including, but not limited to, legislative advocacy, Integrated Regional Water Management, BuRec Title XVI, and Proposition 50
  - 001.00 Management to work with federal lobbyist to develop annual legislative strategy

ALTERNATIVES

1. Direct staff to issue a Request for Proposals for federal and/or state lobbying efforts and convene Consultant Selection Committee to review proposals and interview candidates.

2. Renew contract with Walters and Associates.

3. Let the contract with Walters and Associates expire and defer retaining services for a federal and/or state lobbyist until specific project funding or legislative need is identified.

STAFF RECOMMENDATION

Staff defers to the Governing Board for direction on the preferred course of action.

ATTACHMENT

Agreement and Scope of Work with Walters and Associates
TO: Governing Board
FROM: Management
DATE: March 6, 2020
SUBJECT: Review of Board Policies and Procedures (Policy 518)

SUMMARY
Annually, the Board reviews and updates all of its Policies and Procedures to ensure that they are relevant, accurately reflect current and/or preferred practice, and include all legal requirements. Management will present the policies to the Board in batches so that the Board can carefully review the policies and make any changes.

PAST BOARD ACTIONS
February 26, 2020  Approved Policies 501 through 506, 508, 520 through 522, and 601 through 608; and tabled Policy 518 for further discussion
February 12, 2020  Approved Policies 510 through 516 and 519
July 24, 2019     Approved Policy 522
June 12, 2019     Approved Policy 517
April 24, 2019    Approved Policies 601 through 608
March 27, 2019    Approved Policies 504, 506, 507, 512 through 516, 518, 519, and 521
February 27, 2019 Approved Policies 501 through 503, 505, and 507 through 511

FISCAL IMPACT
Fiscal impact is limited to cost incurred for legal counsel review.

POLICY
Governing Board Policy 503, Adoption/Amendment of Policies and Procedures, establishes guidelines to adopt and amend policies and procedures in the Policies and Procedures Manual of the Governing Board of Sweetwater Authority and calls for the periodic review of the existing policies and procedures.

ALTERNATIVES
1. Recommend changes to Policy 518.
Memo to: Governing Board  
Subject: Review of Board Policies and Procedures (Policy 518)  
March 6, 2020  
Page 2 of 2

2. Recommend no changes to Policy 518.

**COMMITTEE RECOMMENDATION**

The Finance and Personnel Committee recommends that the full Board review Policy 518.

**ATTACHMENT**

Board Policy 518
POLICY 518 – GENERAL MANAGER PERFORMANCE MANAGEMENT

POLICY

The Board recognizes the importance of managing and monitoring performance of the General Manager (Manager) to ensure the organization is successful and well managed.

In consultation with the Manager, the Board will establish performance expectations which are in alignment with the organization’s Strategic Plan.

Performance expectations may include managerial behaviors and competencies, goals the Board expects to be accomplished, and professional development goals for the Manager.

The Board will establish the rating period, format, and process by which performance expectations will be established and evaluated.

PROCEDURE

Developing the Performance Plan: At the beginning of the Manager’s rating period, the Board will review performance expectations with the Manager to ensure that expectations are clear, unambiguous, and clearly documented. A Performance Plan will be created in a format established by the Board and may include:

- Managerial Competencies and Behaviors,
- Work Plan Goals which are typically annual goals but can be longer term, and
- Professional Development Plan activities or goals for improvement or growth.

While the Managerial Competencies and Behaviors may remain unchanged from year to year, the Work Plan Goals and the Professional Development Goals are created each year and may be annual or longer term as established by the Board.

The Board will ask the Manager to develop and present proposed goals consistent with the Strategic Plan for the upcoming rating period for discussion and concurrence or modification by the Board. The Board may also ask the Manager to present professional development goals for the coming year.

Monitoring Performance: Performance feedback and documentation is important throughout the entire evaluation period. Regular conversations between the Board and the Manager, such as monthly or quarterly, regarding performance should occur as necessary. The Manager, with the Board’s concurrence, should develop a reporting system sufficient to provide the Board with information related to performance goals and expectations.
**Performance Evaluation Discussion:** The Board will conduct a formal written review of the Manager annually to summarize and document performance and accomplishments. The Board, in its discretion, may conduct a mid-year performance review at a time determined by the Board to enhance communication and review progress to-date on goals and action plans as needed.

The Board will ask the Manager to prepare and submit a self-review prior to the Board conducting its assessment. The Board may engage in an interactive discussion with the Manager regarding accomplishments completed and challenges encountered. The Board and the Manager may also begin the discussion of the next year’s Work Plan Goals and professional development goals.

**Performance Evaluation Document:** The Board will finalize the Performance Evaluation in the format established by the Board, provide a copy of the evaluation to the Manager, and maintain a copy in the Manager’s personnel file. The Performance Review/Evaluation process should be completed within thirty (30) days after the close of the rating period or as close to that schedule as practical.

**Establish Next Rating Period Goals:** The Board will establish a date by which the Manager should develop and submit proposed work plan goals and professional development goals for the next rating period for review and concurrence or modification by the Board.

**ATTACHMENTS**

Performance Management Plan/Evaluation and Self Review
Guide for Managing Employee Performance
SWEETWATER AUTHORITY

“The mission of Sweetwater Authority is to provide its current and future customers with a safe, reliable and affordable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.”

Performance Management Plan/Evaluation/Self Review
GENERAL MANAGER

<table>
<thead>
<tr>
<th>Name:</th>
<th>Rating Period:</th>
</tr>
</thead>
</table>

**Part A. Performance Plan Discussion Meeting**

At the beginning of the rating period, the Board and General Manager (Manager) will review the performance plan and expectations, including the Rating Scale, Managerial Competencies and Behaviors, Development Plan, Annual Work Plan and Goals, Development Plan, and the Employee’s Self Review. Signatures below acknowledge that this Plan has been discussed; that it establishes the basis for evaluating the Manager’s performance, and that a copy has been provided to the Manager.

General Manager’s Signature: 
Board Chairperson’s Signature: 

<table>
<thead>
<tr>
<th>Part B. Performance Rating Scale Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Did Not Meet Expectations</td>
</tr>
<tr>
<td>• Performance consistently exhibits major deficiencies;</td>
</tr>
<tr>
<td>• Performance fails to meet needs or expectations;</td>
</tr>
<tr>
<td>• Performance shows a lack of understanding of SWA’s mission, goals, and values.</td>
</tr>
<tr>
<td>2 Needs Improvement</td>
</tr>
<tr>
<td>• Performance is less than acceptable;</td>
</tr>
<tr>
<td>• Exhibits certain weaknesses and requires improvement to bring performance up to satisfactory;</td>
</tr>
<tr>
<td>• Needs to be more consistent to actively support SWA’s mission, goals, and values.</td>
</tr>
<tr>
<td>3 Successfully Meets Expectations/ Satisfactory</td>
</tr>
<tr>
<td>• Consistently performs in a manner that is thorough, accurate, and timely;</td>
</tr>
<tr>
<td>• Meets or occasionally exceeds expectations;</td>
</tr>
<tr>
<td>• Is reliable and cooperative;</td>
</tr>
<tr>
<td>• Shows support for SWA’s mission, goals, and values.</td>
</tr>
<tr>
<td>4 Exceeds Expectations/ Good</td>
</tr>
<tr>
<td>• Regularly exceeds performance expectations;</td>
</tr>
<tr>
<td>• Performance and behavior reflect high level of cooperation and accomplishment;</td>
</tr>
<tr>
<td>• Supports and furthers SWA’s mission, goals, and values.</td>
</tr>
<tr>
<td>5 Outstanding/ Excellent</td>
</tr>
<tr>
<td>• Performance in this area is consistently characterized by exceptionally high quality and excellence;</td>
</tr>
<tr>
<td>• Performance and behavior reflect highest level of cooperation and accomplishment;</td>
</tr>
<tr>
<td>• Promotes and furthers SWA’s mission, goals, and values.</td>
</tr>
</tbody>
</table>
**Part C. Board and Manager Certifications**

My signature below certifies that the Board has reviewed this Performance Review/Evaluation with me, that we discussed my Self Review Worksheets, and that I have been provided a copy of the Performance Review.

<table>
<thead>
<tr>
<th>General Manager’s Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>

My signature below certifies that this Performance Review/Evaluation constitutes the Board’s evaluation of the Manager's performance for this period.

<table>
<thead>
<tr>
<th>Board Chairperson’s Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part D. MANAGERIAL COMPETENCIES AND BEHAVIORS</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>1. <strong>Board Relations and Communications</strong></td>
<td></td>
</tr>
<tr>
<td>• Keeps the Board well informed in a timely manner on key issues and projects</td>
<td></td>
</tr>
<tr>
<td>• Presents relevant, comprehensive information and material sufficient for effective discussion/decision-making</td>
<td></td>
</tr>
<tr>
<td>• Accepts direction in a positive manner and eagerly implements decisions</td>
<td></td>
</tr>
<tr>
<td>• Makes effort to be accessible and provides consistent/equal treatment</td>
<td></td>
</tr>
<tr>
<td>• Maintains effective communications with the Board</td>
<td></td>
</tr>
</tbody>
</table>

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Optional Comments:

---

**General Manager Self Review:**

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Optional Comments:
Part D. MANAGERIAL COMPETENCIES AND BEHAVIORS (continued)

2. Leadership

- Creates and communicates a compelling vision and purpose
- Sets challenging goals for self and others; has high performance standards
- Inspires, motivates, mobilizes others to fulfill SWA’s mission and goals
- Establishes a culture of integrity and ethical behavior
- Creates strategic partnerships and collaborations that benefit SWA and community

☐ Did Not Meet Expectations ☐ Needs Improvement ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good ☐ Outstanding/Excellent

Optional Comments:

General Manager Self Review:

☐ Did Not Meet Expectations ☐ Needs Improvement ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good ☐ Outstanding/Excellent

Optional Comments:
### Part D. MANAGERIAL COMPETENCIES AND BEHAVIORS (continued)

#### 3. Operational Management and Business Acumen

- Aligns and focuses work with Strategic Plan and priorities
- Displays awareness of and attention to conditions and situations that may put SWA at risk and implements risk management strategies
- Appropriately consults with legal counsel and/or other outside advisors
- Understands the business implications of decisions
- Displays common sense and good judgment in business transactions
- Ensures resources, materials, and equipment are used prudently and efficiently

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory  ☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**

---

**General Manager Self Review:**

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory  ☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**
### Part D. MANAGERIAL COMPETENCIES AND BEHAVIORS (continued)

#### 4. Financial Management
- Ensures appropriate financial policies and practices are in place and monitors
- Prepares a balanced budget aligned with SWA’s strategic priorities
- Administers the budget efficiently within spending limits set by the Board
- Delivers comprehensive financial reports to the Board regularly
- Adequately plans for long-term maintenance/replacement of facilities
- Identifies revenue enhancements
- Develops and implements cost-saving measures and improves productivity
- Oversees accounting, investments, debt/financial transactions, and audits

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**

---

**General Manager Self Review:**

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**
5. **Customer, Community, and Public Relations**

- Displays a professional demeanor and ensures public confidence in management
- Represents SWA well to customers, civic groups, businesses, media, and the public
- Promotes and engages in community involvement
- Develops cooperative relationships with governmental agencies and peer organizations
- Responds to customer/citizen questions effectively and resolves complaints timely
- Enhances customer and community education regarding agency business

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Optional Comments:

---

General Manager Self Review:

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Optional Comments:
6. **Human Resource Management, Labor Relations, Staff Development**

- Clearly defines responsibilities and authority and delegates work effectively
- Monitors employee performance and frequently discusses development plans
- Confronts problems and resolves conflicts effectively and equitably
- Fosters open dialogue; invites input; and values employees through recognition
- Ensures employee safety and well-being in the workplace

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Optional Comments:

---

General Manager Self Review:

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Optional Comments:
### Part D. MANAGERIAL COMPETENCIES AND BEHAVIORS (continued)

#### 7. Knowledge and Expertise in Water Industry and Operations

- Possesses a strong understanding of SWA’s day-to-day operations
- Maintains up-to-date technical knowledge of the water industry
- Monitors regional, state, and federal water issues that impact SWA
- Stays abreast of water policy developments
- Ensures that SWA is well prepared for emergency situations and has proper response plans for security threats

☐ Did Not Meet Expectations  ☑ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**

---

**General Manager Self Review:**

☐ Did Not Meet Expectations  ☑ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**
### Part D. MANAGERIAL COMPETENCIES AND BEHAVIORS (continued)

8. **Professional Attributes and Characteristics**

- Integrity
- Interpersonal skills
- Collaboration, teamwork, and cooperation
- Innovation and creativity
- Commitment to excellence
- Commitment to the value of diversity
- Accountable and responsible
- Work habits and professionalism
- Analytical thinking and decision making

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory  ☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**

---

**General Manager Self Review:**

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory  ☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

**Optional Comments:**
**Part E. WORK PLAN GOALS FOR RATING PERIOD ENDING: June 30, 2014**

Specific - Measurable - Achievable - Relevant (to organization’s Strategic Plan) - Time-bound Goals, including how they will be measured and completion/due dates, if applicable.

<table>
<thead>
<tr>
<th>GOAL 1:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned Completion Date:</td>
<td></td>
</tr>
<tr>
<td>Metric to measure:</td>
<td></td>
</tr>
<tr>
<td>Completed: ( ) Yes ( ) No</td>
<td></td>
</tr>
<tr>
<td>Comments regarding accomplishments/challenges:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 2:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned Completion Date:</td>
<td></td>
</tr>
<tr>
<td>Metric to measure:</td>
<td></td>
</tr>
<tr>
<td>Completed: ( ) Yes ( ) No</td>
<td></td>
</tr>
<tr>
<td>Comments regarding accomplishments/challenges:</td>
<td></td>
</tr>
<tr>
<td>Goal 3:</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>➢ Planned Completion Date:</td>
<td></td>
</tr>
<tr>
<td>➢ Metric to measure: .</td>
<td></td>
</tr>
<tr>
<td>➢ Completed: ( ) Yes ( ) No</td>
<td></td>
</tr>
<tr>
<td>➢ Comments regarding accomplishments/challenges:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4:</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Planned Completion Date:</td>
</tr>
<tr>
<td>➢ Metric to measure:</td>
</tr>
<tr>
<td>➢ Completed: ( ) Yes ( ) No</td>
</tr>
<tr>
<td>➢ Comments regarding accomplishments/challenges:</td>
</tr>
</tbody>
</table>
General Manager Self Review:
Overall Performance on Managerial Competencies and Behavior:

☐ Did Not Meet Expectations  ☐ Needs Improvement  ☐ Successfully Meets Expectations/Satisfactory
☐ Exceeds Expectations/Good  ☐ Outstanding/Excellent

Accomplishments Not Included In Original Performance Plan

1. 
2. 
3. 

Prior Year Professional Development Plan Accomplishments or Progress

1. 
2. 
3. 
### Part F. SUMMARY

#### 1. OVERALL PERFORMANCE ON MANAGERIAL COMPETENCIES AND BEHAVIORS

- [ ] Did Not Meet Expectations
- [ ] Needs Improvement
- [ ] Successfully Meets Expectations/Satisfactory
- [ ] Exceeds Expectations/Good
- [ ] Outstanding/Excellent

Optional Comments:

#### 2. ACCOMPLISHMENTS AND ACHIEVEMENTS ON ANNUAL WORK PLAN GOALS INCLUDING THE STRATEGIC PLAN

- [ ] Did Not Meet Expectations
- [ ] Needs Improvement
- [ ] Successfully Meets Expectations/Satisfactory
- [ ] Exceeds Expectations/Good
- [ ] Outstanding/Excellent

Optional Comments:
### 3. PRIOR YEAR PROFESSIONAL DEVELOPMENT PLAN ACCOMPLISHMENTS OR PROGRESS

- [ ] Did Not Meet Expectations
- [ ] Needs Improvement
- [ ] Successfully Meets Expectations/Satisfactory
- [ ] Exceeds Expectations/Good
- [ ] Outstanding/Excellent

Optional Comments:

### 4. OVERALL PERFORMANCE FOR THIS RATING PERIOD

- [ ] Did Not Meet Expectations
- [ ] Needs Improvement
- [ ] Successfully Meets Expectations/Satisfactory
- [ ] Exceeds Expectations/Good
- [ ] Outstanding/Excellent

Optional Comments:
### Part G. PERFORMANCE RECOGNITION ACTION

(Merit Pay, Performance Pay/Bonus, Executive Leave, and/or other recognition deemed appropriate)

<table>
<thead>
<tr>
<th>Board Chairperson:</th>
<th>Effective Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SWEETWATER AUTHORITY

“The mission of Sweetwater Authority is to provide its current and future customers with a safe and reliable water supply through the use of the best available technology, sound management practices, public participation and a balanced approach to human and environmental needs.”

GUIDE FOR MANAGING EMPLOYEE PERFORMANCE

This Guide is intended to assist Directors in implementing the Performance Management Plan for the General Manager (Manager).

A. PERFORMANCE PLANNING - CREATING THE PERFORMANCE PLAN

It is important to focus on performance management at the beginning of the Manager’s rating period so that expectations for performance are clear, unambiguous, and clearly documented. The Board should convene a meeting with the Manager to discuss the Performance Plan for the coming rating period.

The Performance Plan has three (3) elements which make up the Board’s expectations related to performance. These include:

1. Managerial Competencies and Behaviors;
2. Work Plan Goals, which are typically annual goals but can be longer term, and
3. Professional Development Plan activities or goals for improvement or growth.

While the Managerial Competencies and Behaviors may remain unchanged from year to year, the Work Plan Goals and the Professional Development Goals are created each year.

1. Managerial Competencies and Behaviors

The Board has established Managerial Competencies and Behaviors for the Manager position. During the Performance Plan meeting, the Board should review these competencies and behaviors with the Manager and discuss the relevance to SWA’s mission, goals, and values.

2. Writing SMART Goals/Objectives

Goal setting is an important element of the performance management plan. The Board and the Manager should actively participate in the process of goal-setting so that meaningful and relevant goals are developed for the subsequent appraisal period. Goals should be specific, measurable, achievable, relevant to SWA’s Strategic Plan, and be time-bound (have deadlines for achieving).

Performance goals/objectives are the basis from which employee performance is measured. The written performance review at the end of the rating period should reflect how well the employee performed against the previously established goals and objectives.
Following are guidelines the Board and the Manager may use in establishing goals:

- **Specific:** Objective and precise language is essential when developing performance goals and objectives. Use terms and descriptions that have clear, mutually understandable meaning. Detailed points rather than vague descriptions are important for clear understanding and documentation.

- **Measurable:** Goals and objectives should be written so that accomplishment, non-accomplishment or degrees of accomplishment can be objectively measured.

- **Achievable:** Goals and objectives which are too high or too rigid may actually inhibit an employee's performance. Individuals may become discouraged and give up if they perceive expectations to be unattainable. Goals and objectives should be given reasonable time frames, circumstances, and departmental/unit expectations.

- **Relevant:** Goals and objectives should be based on important and meaningful responsibilities of the job; be results/action oriented. Goals or objectives should link the employee's goals to SWA's Strategic Plan.

- **Time-bound:** A specific period of time for accomplishment should be identified with each goal and objective.

3. **Identify Professional Development Plans**

Continued professional growth and development is a desirable element of an effective performance management plan. The Board and the Manager have a mutual interest and obligation to engage in performance development discussions. Highly motivated and competent employees contribute to the success of SWA, as well as to the professional and personal satisfaction of the individual employee. The Board should use the initial Performance Planning meeting to ask the Manager about his/her career development goals and interests. The Board and Manager should mutually agree on a plan of action, which may include both development activities offered by the agency, as well as those the Manager will pursue as a personal commitment to his/her professional growth.

**B. ON-GOING MONITORING AND FEEDBACK**

Performance feedback and documentation is important throughout the entire evaluation period. Regular conversations between the Board and the Manager, such as monthly or quarterly, regarding performance should occur as necessary. The Manager, with the Board’s concurrence, should develop a reporting system sufficient for the Board to be able to monitor progress toward performance goals and expectations.

**C. THE PERFORMANCE REVIEW/EVALUATION PROCESS**

1. **Frequency and Schedule**

An annual, formal written review is generally sufficient to summarize and document the informal discussions regarding performance that (hopefully) have occurred over the evaluation period. The Board, in its discretion, may want to engage in a mid-year performance review to enhance communication and review progress to-date on goals and action plans as needed. This would also afford the Board and the Manager to
discuss course change due to unanticipated events or circumstances and/or changes in priorities.

The Performance Review/Evaluation process should be completed within thirty (30) days after the close of the rating period or as close to that schedule as is practical.

Assuming a Performance Plan is in place with established Goals, the following is a recommended Review Process. At the beginning of the process, the Chair should establish a schedule for completing each step in the process.

2. **Self Review**

At the end of the rating period, the Board Chair should request that the Manager independently prepare his/her own Self Review for that rating period, and provide it directly to the Chair, within the time period specified by the Chair.

3. **Director's Individual Draft Evaluations**

The Self Review should be distributed confidentially to Board members, along with a Performance Evaluation Form for each Board member to complete independently and submit to the Chair. The Chair should compile the individual forms and distribute a complete set to all Board members.

4. **Closed Session Meeting for Board Members Only to Develop Consensus**

The Board should convene a closed session for discussion and to develop a consensus Performance Evaluation.

The Board may wish to consider whether it might be prudent to ask Legal Counsel to assist with the process of consolidating the Directors performance assessments into a single consensus evaluation.

The consensus Performance Evaluation should be considered a "draft" intended to create an interactive, participatory, constructive discussion with the Manager about the performance, including accomplishments, challenges, and obstacles incurred over the course of the rating period, as well as progress on any professional development goals.

5. **Closed Session Meeting among the Board and Manager**

The consensus draft Performance Evaluation should be provided to the Manager indicating it is a draft confidential document for discussion with the Board in closed session, with ample time prior to the Closed Session for Manager to review it.

The aim of the Performance Review Meeting is to have a frank, interactive, constructive discussion of the Manager performance for the prior evaluation period, as well as to establish the foundation for future performance expectations. This is also an opportunity for the Manager to give the Board feedback as to what other support might foster more effective job performance.

Following a few simple guidelines will help facilitate constructive discussions during the actual appraisal meeting.
GUIDE FOR MANAGING EMPLOYEE PERFORMANCE

- Begin the meeting by clearly describing the purpose of the meeting and the proposed format.
- Focus the meeting and discussions on objective job-related behavior and performance.
- Give and encourage constructive feedback.
- Actively listen to each other.
- Acknowledge and respect other’s opinions and perspectives.
- Do not argue.
- Ask open-ended questions to stimulate discussion.
- Close the session on a positive note if at all possible.

Begin the Performance Review meeting by asking the Manager to discuss his/her Self Review.

Next, discuss the Board’s consensus assessment, and offer the Manager an opportunity to address any discrepancies or variances from his/her Self Review.

Once the dialogue and discussion has concluded, the Board should excuse the Manager from the Closed Session and then determine whether any changes should be made and finalize the Performance Evaluation. The Chair should determine a time/place to present the final Performance Evaluation to the Manager.

D. DEVELOPING THE NEXT YEAR PERFORMANCE GOALS

During the performance review discussion with the Manager, the Board may want to include a discussion about how and when the Board and Manager will establish goals for the coming year, including both performance goals as well as self-improvement goals; or the Board may initiate that discussion separately.

E. AVOIDING COMMON RATING ERRORS

When rating performance, the Board should strive to ensure fairness and objectivity. The Board should guard against anything that could inappropriately distort evaluation results such as bias, prejudice, personality traits, too much emphasis on one or two aspects, reliance on perceptions and not facts, and holding employees accountable for factors beyond their control.

Errors to be avoided include:

- **Leniency** - a tendency to evaluate employees at the high end of the rating scale for all or most factors without appropriate justification.
- **Halo effect** - a tendency to allow the influence of a particularly positive employee trait or characteristic to inappropriately affect performance measures.
- **Central tendency** - a tendency to rate all individuals OR all performance factors at the middle of the evaluation scale.
- **Harshness** - a tendency to evaluate employees with an inappropriate and/or unjustified level of criticism.
- **Recency error** - a tendency to allow “recent” performance to inappropriately influence the entire evaluation period.
- **Similarity error** - a tendency to favor those employees who are perceived to have similar beliefs or characteristics as those of the supervisor.
MEMBER AGENCIES

Meena Westford, Chair
Metropolitan Water District of Southern California
600 West Broadway, Ste 700
San Diego, CA 92101

AGENDA

Tuesday, March 17, 2020
8:00 - 9:15 a.m.
The Butcher Shop

1. Call to Order
2. Flag Salute & Chair Welcome
3. Program
   1. Presentation by: Serge Dedina, City of Imperial Beach
      Mayor and Co-founder and Executive Director of
      WILDCOAST
4. Business
   1. Minutes of February 18, 2020 Meeting (Action Item)
   2. Financial Statements (Information)
5. Member Announcements
6. Adjournment

Upcoming Meetings:

April 21, 2020 – Guest Speakers: TBD
RESERVATIONS/INVOICE

Tuesday, March 17, 2020

8:00 - 9:15 a.m.
Please note that the venue doors will not open until 8:00 a.m.

Agency/Company: ________________________________
Contact: ______________________________________________________________________
Phone: ______________________________________________________________________

Name/Title: ____________________________________________________________________
Name/Title: ____________________________________________________________________
Name/Title: ____________________________________________________________________
Name/Title: ____________________________________________________________________
Name/Title: ____________________________________________________________________
Name/Title: ____________________________________________________________________

Total payment: _____ reservation(s) at $40.00 each = $______

PLEASE MAKE NOTE OF NEW FISCAL SPONSOR INFORMATION FOR PAYMENT SUBMISSION. CHECKS SHOULD BE MADE OUT TO “LABOR’S ALLIANCE” and AND SENT TO THE ADDRESS BELOW.

MAKE CHECK PAYABLE TO: "Labor’s Alliance"

MAIL CHECK TO: COWU
c/o Labor’s Alliance
4265 Fairmont Avenue, Ste 200
San Diego CA 92105

EMAIL RSVP TO: cowursvp@gmail.com
March 17, 2020 COWU Guest Speaker

Serge Dedina, Mayor, City of Imperial Beach
And Co-founder and Executive Director of WILDCOAST

Serge is the Mayor of the City of Imperial Beach. He is also co-founder and Executive Director of WILDCOAST. Serge received the Surf Industry’s Environmental Award, San Diego Zoological Society’s Conservation Medal as well as the California Coastal Commission’s “Coastal Hero” Award in recognition of his conservation achievements. He was named a UCSD John Muir Fellow in 2013 and was honored as a 2016 Peter Benchley “Hero of the Sea.” Before co-founding WILDCOAST back in 2000, Serge was the founding Director of The Nature Conservancy’s Baja California - Sea of Cortez Program where he helped to initiate successful efforts to protect Loreto Bay National Park, Espiritu Santo Island Reserve and Cabo Pulmo National Park. He grew up in Imperial Beach, California, and spent his childhood helping to preserve the Tijuana Estuary as a National Wildlife Refuge and has worked on water quality issues in the San Diego - Tijuana region since 1980. Serge is an avid surfer, swimmer and former State of California Ocean Lifeguard. He is the author of Saving the Gray Whale, a book based on the three years he lived in the gray whale lagoons of Baja California; Wild Sea: Eco-Wars and Surf Stories from the Coast of the Californias; and, Surfing the Border. Serge has a Ph.D. in Geography, University of Texas at Austin; M.S. in Geography, University of Wisconsin-Madison; B.A. in Political Science, University of California, San Diego.
COUNCIL OF WATER UTILITIES MINUTES
February 18, 2020

The Council of Water Utilities (COWU) held its regular meeting at The Butcher Shop Steakhouse, 5255 Kearny Villa Rd, San Diego on Tuesday, February 18, 2020.

Presentation

Hank Rupp, COO/General Counsel at Rancho Guejito provided a presentation on water innovation and efficiency in agriculture.

Business

2. January financial statements were presented.

Adjournment

There being no further business for discussion, the meeting was adjourned at 9:09 a.m.

The next meeting will be held on Tuesday, March 17, 2020 at 8:00 a.m.

Lani Lutar
Volunteer Administrator to COWU & Consultant to the Metropolitan Water District of Southern California
TO: Governing Board

FROM: Management

DATE: March 6, 2020

SUBJECT: Communications Plan Metrics Reporting - FY 2019-20 Second Quarter

SUMMARY
As part of the FY 2019-20 Strategic Plan Work Plan, staff was tasked with creating a Five-year Strategic Communications Plan (Plan). The Plan was developed to drive progress toward the Authority’s communication and outreach goals. This work effort was built on a foundation of outreach formed through the Authority’s existing award-winning Communications Program.

PAST BOARD ACTIONS
September 25, 2019 The Board approved that the Communications Committee meet quarterly; directed staff to provide a summary of outreach items performed the previous quarter at each meeting; concurred with the Communications Plan Metrics provided by staff; and concurred with the FY 2019-20 Strategy Framework provided by staff to be considered during development of the FY 2020-21 Strategic Plan Detailed Work Plan and Budget.

June 26, 2019 The Board received a presentation on the Five-year Strategic Communications Strategy.

FISCAL IMPACT
Funds for community outreach are included in the FY 2019-20 Budget.

POLICY
Strategic Plan Goal 4: Customer Service, Citizen Engagement, and Community Relations - Provide high quality customer service based on customer feedback and serve the community through education, outreach, and partnerships.

CONCLUSION
This is an information item only.

ATTACHMENT
Quarterly Report of Communications Metrics - FY 2019-20 Second Quarter
Public Affairs Quarterly Performance Report
FY 2019-20, Q2 (October-December)

DIGITAL OUTREACH

Website Traffic

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of visitors</td>
<td>25,092</td>
</tr>
<tr>
<td># of inquiries</td>
<td>298</td>
</tr>
</tbody>
</table>

Social Media

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of followers (Facebook)</td>
<td>1,123</td>
</tr>
<tr>
<td># of followers (Twitter )</td>
<td>1,974</td>
</tr>
<tr>
<td># of posts</td>
<td>103</td>
</tr>
</tbody>
</table>

Paid Social Media

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid/boosted post(s) reach</td>
<td>N/A</td>
</tr>
<tr>
<td>Digital ad campaign(s) reach</td>
<td>27,365</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$650</td>
</tr>
</tbody>
</table>

COMMUNITY OUTREACH

Community Interactions by Month:
October 2019
- National City Fire Department training
- WaterSmart Innovations Conference presentation
- CA-NV AWWA Conference presentation
- SDCWA Joint Public Information Conservation Coordinators Meeting hosted at Hydro Station
- Regional Water Quality Control Board Tour of Flushing Program
- Salute to Navy event sponsorship
- Central Elementary Fall Festival donation

November 2019
- National City Fire Department training
- Chula Vista Chamber of Commerce Leadership Council presentation
- CFEE presentation
- Chula Vista Sustainability Commission Meeting hosted at Hydro Station

December 2019
- Chula Vista Starlight Parade event
- Board Secretaries Meeting hosted at Hydro Station
- National City Kimball Holiday event sponsorship

### Mailed Communication

| # of bill inserts & snipes | 1 |
| # of direct mail           | - |

### List of Mailed Communications:
- Census 2020 bill insert

### Funded Education Programs

<table>
<thead>
<tr>
<th>Program</th>
<th># of students reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Smarty-Plants Assemblies</td>
<td>8</td>
</tr>
<tr>
<td>Splash Lab/Green Machine</td>
<td>4</td>
</tr>
<tr>
<td>Mini-grant programs</td>
<td>2</td>
</tr>
<tr>
<td>Total students reached</td>
<td>3,878</td>
</tr>
</tbody>
</table>

### Ongoing Education Partnerships*

- Hydro Station
- Olivewood Gardens

*Number of students reached provided annually

### MEDIA COVERAGE

#### Coverage

| # of stories | 7 |

List of coverage topics:
- Flushing program
- Hydro Station
- Veteran employees
- Rates
- Water loss
- National City Fire Department Training

### Coverage by Media Type

<table>
<thead>
<tr>
<th>Media Type</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print</td>
<td>23</td>
</tr>
<tr>
<td>Television</td>
<td>24</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
</tbody>
</table>

### Coverage by Topic Category

Category
- Operations – work performed
- Programs – education, water efficiency, etc.
- Awards – given to Authority by others
- Administrative/Board – policy driven
- Other - other

Thank you note from Dr. Brady, NSD District Superintendent, for mini-grant for Olivewood School.

Authority-funded Ms. Smarty-Plants Assembly at Loma Verde Elementary, December 2019
Outreach Activities
October – December 2019
2020 High School Photo Contest Winners
Honorable Mentions
Color Category
“An Apple a Day”
Jaliyah Journigan, Bonita Vista High School
“Aqueous Perspective”
Zabrina Urness, Sweetwater Union High School
“Sun + Splash”
Kaitlyn Vu, Hilltop High School
Honorable Mentions
Black & White Category
“Less Developed Countries”

Rosa Marquez, Chula Vista High School
“My Memories”
Rosa Marquez, Chula Vista High School
“Drying Off”
Katherine Ochoa, Bonita Vista High School
“Floating”
Zabrina Urness, Sweetwater Union High School
Third Place Color Category
“Running River Water”

Erick Gallardo II, Sweetwater Union High School
Third Place
Black & White Category
“Thirsty Tom”
Valeria Cano, Chula Vista High School
Second Place
Color Category
“Pouring Out”
Stephanie Mauricio, Sweetwater Union High School
Second Place
Black & White Category
“Daily Utilities”
Carlos Guerrero, Sweetwater Union High School
First Place
Color Category
“Blessed Stream”

Zabrina Urness, Sweetwater Union High School
First Place
Black & White Category
“Last Glass”

Tiffany Mayoral, Hilltop High School
Congratulations!

Thank you for participating!
Overview of San Diego County Water Authority Government Relations Department

Glenn Farrel, Director of Government Relations
March 11, 2020
**Government Relations Department**

**Glenn Farrel**  
Director of Government Relations  
- 7+ years at Water Authority  
- 25+ years as a registered lobbyist

**Ivy Ridderbusch**  
Legislative Analyst  
- 5 years at Water Authority  
- 1 year as a registered lobbyist

**Water Authority Contract Lobbyists**

- Steve Cruz
- Bob Giroux
- Ken Carpi
- Laura Morgan-Kessler

San Diego County  
Water Authority
What Do We Do At the State Level?

- Legislative advocacy
- Pursue funding initiatives
- Engage with legislative delegation (Sacramento and San Diego)
- Facilitate meetings and advocacy visits
- Develop coalitions
- Advocate within industry associations (ACWA, CMUA, CSDA, WateReuse, CalDesal)
- Regulatory advocacy
- Address issues through Administration
What Do We Do At the Federal Level?

- Engage on federal legislation
- Pursue regional funding opportunities
- Engage with Congressional delegation (DC and San Diego)
- Facilitate meetings and advocacy visits
- Engage with Administration
- Advocate within industry associations
- Educate members of Congress and Administration officials
High Level of State Legislative Activity

- Legislative Advocacy

Number of Bills Introduced Each Legislative Session

- 2007-08: 5529
- 2009-10: 5400
- 2011-12: 5200
- 2013-14: 5000
- 2015-16: 5200
- 2017-18: 5400
- 2019-20: 4837
Broad Range of State Legislative/Regulatory Issues

- ENERGY
- Finance
- Bonds
- Desalination
- Potable Reuse
- Land Use
- IRWM
- Water Supply
- Water Planning
- Permitting
- Contracts
- Rates & Fees
- Construction
- Water Use Efficiency
- MWD
- Water Quality
- CEQA
- Bay-Delta
- Facilities
- Water Recycling
- Conservation
- Climate Change
- Funding
- IRWM
- San Diego County Water Authority
Water Authority Activity on Legislation in Sacramento

- WA Tracked Bills
- WA Position Bills

<table>
<thead>
<tr>
<th>Year</th>
<th>WA Tracked Bills</th>
<th>WA Position Bills</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>125</td>
<td>30</td>
</tr>
<tr>
<td>2013</td>
<td>178</td>
<td>18</td>
</tr>
<tr>
<td>2014</td>
<td>235</td>
<td>47</td>
</tr>
<tr>
<td>2015</td>
<td>230</td>
<td>33</td>
</tr>
<tr>
<td>2016</td>
<td>200</td>
<td>30</td>
</tr>
<tr>
<td>2017</td>
<td>300</td>
<td>26</td>
</tr>
<tr>
<td>2018</td>
<td>154</td>
<td>37</td>
</tr>
<tr>
<td>2019</td>
<td>180</td>
<td>26</td>
</tr>
</tbody>
</table>
For more than two decades, the Water Authority has sponsored dozens of bills in the California Legislature that have been signed into law

- California’s landmark water conservation laws
- Water recycling
- Seawater desalination
- Long-term water supply planning
- Water utility finance
- Energy
11-member delegation within San Diego County
- 7 Assemblymembers
  - 3 Republican – 4 Democrat
- 4 Senators
  - 2 Republican – 2 Democrat

San Diego legislative delegation is one of the larger regional contingents in the Capitol
- Los Angeles region: 50+ legislators
- San Joaquin Valley: 13 legislators
  - San Diego: 11 legislators
- Sacramento Valley: 10 legislators
- East Bay Area: 8 legislators
- SF Bay Area/Orange County: 7 legislators/each
- Silicon Valley: 6 legislators
San Diego State Legislators

- 11–member San Diego legislative delegation

Sen. Bates
Sen. Atkins
Assm. Waldron
Assm. Voepel
Sen. Jones
Assm. Gloria
Assm. Weber
Assm. Gonzalez
Sen. Hueso
Assm. Boerner Horvath
Assm. Maienschein
Big Picture – SD Congressional Delegation

- 2 Senators
  - Both Democrats

- 5 House Members representing San Diego County
  - 4 Democrats
  - 1 Republican
Federal Legislative Involvement

- 5–member Congressional delegation

Mike Levin  50th CD - Vacant  Juan Vargas  Scott Peters  Susan Davis

- Washington, D.C. advocacy
  - Water Authority and member agency issues
  - Coalition advocacy with ACWA and San Diego Regional Chamber of Commerce
  - In–district relationship–building

- Many policy issues at federal level significantly affect the region:
  – Colorado River  – Salton Sea  – Regulatory Issues
  – Infrastructure/water supply funding needs
Major State Legislative Issues for 2020

- Resources/resiliency bond measure for November 2020 ballot
  - Governor’s proposed climate bond: $4.75 B
  - SB 45 (Allen): $5.5 B
  - AB 3256 (E. Garcia): Placeholder vehicle

- Pumped hydropower storage

- Proposition 218/fire hydrants clarification

- Public safety power shutoffs

- Constituents of emerging concern
How We Engage Member Agencies

- Member agency legislative liaison meetings
  - Every three weeks (conference call)
  - Forum for engagement on state and federal issues
  - Periodic legislative liaison working groups
    - Water tax
    - Resources/resiliency bond

- What’s Hot reports
  - 2x/month
  - State legislative and issues update

- Member agency managers’ meetings
  - 1x/month
  - State legislative update

- Water Authority Legislation and Public Outreach Committee
  - 1x/month
  - State and federal issue update
Water Authority Role

- We actively look for ways to engage with the member agencies and to build regional coalitions on issues
- Our interest is in representing member agency interests for the benefit of the region
- Work with member agency legislative advocates
  - Periodic lobbyist-only meetings to coordinate and share information
  - Member agencies with Sacramento representation:
    - City of Del Mar
    - City of Escondido
    - Olivenhain MWD
    - Otay Water District
    - Padre Dam MWD
    - Rainbow MWD
    - City of San Diego
Contact Information:

Glenn Farrel  
Director of Government Relations  
San Diego County Water Authority  
gfarrel@sdcwa.org  
Sacramento Office: (916) 840–5634  
Cell Phone: (916) 216–1747
Distribution System
Flush System Program
Greg Snyder, Director of Distribution

03/11/2020
1. Overview of Flushing Program
2. Traditional Unidirectional Flushing
3. Division of Drinking Water Approval
4. No-Discharge Flushing
5. Status to Date of the Flushing Program
Traditional UDF Method

Flushing location - Plaza Blvd and 8th Street, National City
Planning, Coordination & Training

- Distribution
  - SWRCB DDW
  - RWS
  - Public Relations
  - Customer Service
  - Water Quality
  - System Operations
Public Outreach

- Community outreach
  - Targeted bilingual direct mail letter to residents
  - Branded signage for project area and flushing unit
  - Bilingual FAQs and water quality brochure for office and field use
  - Updates in On Tap customer newsletter
  - Community presentations
  - Employee Newsletter

- Digital outreach
  - Designated webpage (www.sweetwater.org/flushing)
  - Video for use on web, social, presentations
  - Social media posts (Facebook and Twitter)
  - Targeted outreach on Nextdoor

- Media outreach
  - San Diego Union Tribune
  - KSDY 50 San Diego - Baja California
NO-DES Flushing Unit
NO-DES Setup
NO-DES Setup
Route Designation
NO-DES Flushing
NO-DES Flushing
NO-DES Flushing End of Run
NO-DES Filter Change Out
Flushing with NO-DES

• Positive feedback from residents in the areas being flushed.

• Less of an impact to residents with discharged flows.

• Limited calls compared to UDF hydrant flushing for water quality.

• Technology provides improved monitoring and documentation of the flushed areas.
Current Results

• All of the National City has been completed
• 81 miles or 425,522 feet of distribution main flushed
• 15,558,145 gallons of water saved
• 3,184.5 pounds of sediment removed
Flushing Program Progress/Plan

- Flushing in Bonita
- Dead end flushing in National City
- Pre Planning for Chula Vista first phase of public outreach
- Pre planning for Chula Vista for flushing route/loops
Questions?