



EasyGrantsID: 75741

National Fish and Wildlife Foundation – National Coastal Resilience Fund 2022, Full Proposal

Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)

Organization: City of Alameda

Grant Information

Title of Project

Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)

Total Amount Requested	\$ 540,000.00
Matching Contributions Proposed	\$2,300,000.00
Proposed Grant Period	10/01/ 2022 - 06/01/ 2026

Project Description

The San Francisco Bay Area is experiencing multiple climate impacts with growing threats into the future including: more frequent floods causing disruptions of emergency services and access to power, water, food, and medical care; permanent inundation of areas not currently exposed resulting in the need to either protect or move people and infrastructure; the loss of open spaces, recreation areas, and fish and wildlife habitat; and elevated groundwater and increased salinity intrusion that could affect water supplies, damage infrastructure, and require additional pumping and costly maintenance. To address these challenges, the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group, a coalition of shoreline communities, agencies, and stakeholders, proposes to co-create a coordinated and inclusive future-looking action plan and subregional organizational structure to accelerate SLR adaptation in the San Leandro OLU.

Project Abstract

Through this grant, we will build on previous work to conduct a region-wide vulnerability assessment, taking into account groundwater and SLR. Then develop a comprehensive 100-year long-range Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. The project includes meaningful partnerships with several organizations representing under-resourced and climate vulnerable communities. The plan will prioritize solutions that will also protect existing wildlife habitats and recreation opportunities or help restore wildlife.

Governance. The Working Group will set up a clear governance structure and decision-making process to ensure the voices of all stakeholders are heard. The governance structure will draw on elements of existing information, for instance, forming subcommittees for each subunit within the San Leandro OLU and using the BCDC Adaptation Roadmap as guidance on moving from vulnerability assessments to adaption visions.

Long-Range Adaptation Pathways Master Plan. Build off existing reports to compile a menu of San Leandro OLU-level adaptation strategies that incorporate threats like SLR thresholds and rising groundwater. This approach will map out a long-range, comprehensive plan to maintain transportation and recreation corridors; reduce flood exposure in developed areas; and create and/or restore marsh, upland, and transitional habitat for nature-based solutions that both reduce climate risks to the communities while enhancing habitats.

Organization and Primary Contact Information

Organization	City of Alameda
Organization Type	State or Local Government
City, State, Country	Alameda,California,North America - United States



NFWF

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Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)

Organization: City of Alameda

Region (if international)

Primary Contact

Danielle Mieler

Position/Title

Phone and E-mail

x ; dmieler@alamedaca.gov

Additional Contacts

Role	Name



NFWF

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Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)

Organization: City of Alameda

Project Location Information

Project Location Description	The project is focused on the San Leandro Bay operational landscape unit, which extends from the Bay Bridge touchdown to Oyster Bay Regional Shoreline in Alameda County and includes the shorelines of the cities of Alameda, Oakland and a portion of San Leandro.
Project Country(ies)	North America - United States
Project State(s)	California
Project Congressional District(s)	District 13 (CA)

Permits and Approvals

Permits/Approvals Description:

Permits/Approvals Status:

Permits/Approvals Agency-Contact Person:

Permits/Approvals Submittal-Approval Date:



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Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)

Organization: City of Alameda

Activities and Outcomes

Funding Strategy: Capacity, Outreach, Incentives

Metric: Resilience - Outreach/ Education/ Technical Assistance - # govt entities participating

Required: Recommended

Description: Enter the number of municipalities, local, state, and federal government entities participating in the project, and add the names of these institutions in the notes and their primary role.

Starting Value	19.00 # govt entities participating
Target value	22.00 # govt entities participating

Note: The target value of 22 govt entities participating in outreach/education/technical assistance was selected because it is approximately the number of govt entities participating in our sub-regional adaptation working group. We anticipate growing that number in the coming years by a small margin from 19 to 22.

Funding Strategy: Capacity, Outreach, Incentives

Metric: Resilience - Outreach/ Education/ Technical Assistance - # people reached

Required: Recommended

Description: Enter the number of people meaningfully engaged in the process of the proposed project. Please indicate the groups targeted by outreach efforts and how they will be engaged.

Starting Value	0.00 # people reached
Target value	400.00 # people reached

Note: The Adaptation Working Group is not currently conducting broad community outreach but through this grant and others we have received, we will be hiring community partners will will conduct broad engagement with the community and we anticipate reaching at least 400 people through that effort.

Funding Strategy: Planning, Research, Monitoring

Metric: Resilience - Tool development for decision-making - # tools used by decision-makers

Required: Recommended

Description: Enter number of tools developed to be used by decision-makers

Starting Value	0.00 # tools used by decision-makers
Target value	2.00 # tools used by decision-makers



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Note: As a result of the project, we anticipate creating at least two tools that can be used by
decision makers.



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Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)
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I.	PERSONNEL		\$20,525.32
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Staff Name	Position	Annual Salary	Project Hours	Hourly Rate	LOE (%)	Project Salary	% Fringe	\$ Fringe	Total Personnel
Gail Payne	Adaptation Project Manager	\$215,914.00	130.00	\$103.8	6	\$13,494.62	52.10	\$7,030.70	\$20,525.32

Totals		\$13,494.62	\$7,030.70	\$20,525.32
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II.	TRAVEL		\$0.00
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Domestic Airfare – Per Flight

Purpose/Destination	Unit Cost	Quantity	Total Cost

SubTotal			\$0.00
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International Airfare – Per Flight

Purpose/Destination	Unit Cost	Quantity	Total Cost

SubTotal			\$0.00
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Train – Per Ticket

Purpose/Destination	Unit Cost	Quantity	Total Cost

SubTotal			\$0.00
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Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)
 Organization: City of Alameda

Rental Car – Per Day

Purpose/Destination	Days/Duration	Unit Cost	Quantity	Total Cost

SubTotal \$0.00

Taxis – Per Trip

Purpose/Destination	Unit Cost	Quantity	Total Cost

SubTotal \$0.00

Mileage – Per Mile

Purpose/Destination	Unit Cost	Quantity	Total Cost

SubTotal \$0.00

Gasoline – Per Gallon

Purpose/Destination	Unit Cost	Quantity	Total Cost

SubTotal \$0.00

Per Diem (M&IE) – Per Day

Purpose/Destination	Days/Duration	Unit Cost	Quantity	Total Cost

SubTotal \$0.00



Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)
 Organization: City of Alameda

Lodging – Per Night

Purpose/Destination	Days/Duration	Unit Cost	Quantity	Total Cost
SubTotal				\$0.00

Meals (no M&IE) – Per Meal

Purpose/Destination	Days/Duration	Unit Cost	Quantity	Total Cost
SubTotal				\$0.00

III. EQUIPMENT \$0.00

Item Name	Description	Unit Cost	Quantity	Total Cost

IV. MATERIALS & SUPPLIES \$0.00

Type	Purpose	Unit of Measure	Unit Cost	Quantity	Total Cost

V. CONTRACTUAL SERVICES \$519,474.68

Subcontract/Contract – Per Agreement

Contractor Name	Description	Total Cost
Consultant TBD		\$439,474.68
SubTotal		\$439,474.68



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Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)
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Subgrant – Per Agreement

Subrecipient	Description	Total Cost
Greenbelt Alliance		\$70,000.00
Community Action for a Sustainable Alameda		\$10,000.00

SubTotal **\$80,000.00**

VI. OTHER DIRECT COSTS **\$0.00**

Type	Purpose	Unit of Measure	Unit Cost	Quantity	Total Cost

VII. TOTAL DIRECT COSTS **\$540,000.00**

VIII. INDIRECT COSTS **\$0.00**

Explanation of Modified Total Direct Cost Base(MTDC)	Rate Type	NICRA Expiration	\$MTDC	Rate(%)	Total Cost

IX. TOTAL PROJECT COSTS **\$540,000.00**



Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)
Organization: City of Alameda

Budget Narrative

Budget Narrative:

1. Personnel

Personnel -

The Adaptation Project Manager will draft RFPs, procure, consultants, and manage consultants and subawardees, conduct regular project management meetings and present products to board commissions, and City Council.

Fringe benefits at 52.1% include:

- Employer portion of Medicare tax
- Employer portion of Social Security tax
- Unemployment insurance
- Workers' compensation insurance
- Disability insurance
- Health insurance
- Life insurance
- Pension plan contributions
- Employee education assistance
- PERS Unfunded Liability contributions

2. Travel



Title: Adaptation Planning for the San Leandro Operation Landscape Unit (San Francisco Bay Area)
Organization: City of Alameda

Domestic Airfare - Per Flight -

International Airfare - Per Flight -

Train - Per Ticket -

Rental Car - Per Day -

Taxis - Per Trip -

Mileage - Per Mile -

Gasoline - Per Gallon -

Per Diem (M&IE) - Per Day -

Lodging - Per Night -

Meals (No M&IE) - Per Meal -

3. Equipment

Equipment -

4. Materials and Supplies

Materials and Supplies -

5. Contractual Services

Subcontract/Contract - Per Agreement -

We will conduct an RFP process to hire a consultants to assist with Visioning and Governance Structure expansion, Activities #2 and #3; Vulnerability Assessments and Research, Activity #4; Master Plan Development, Activity #5; Outreach, Engagement and



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Communications, Activity #6; and Capacity, Financing and Permitting Plan, Activity #7. We will follow city contracting procedures and the steering committee will review contractor proposals and select the contractors. The costs for this subcontract were determined based on other similar services provided to the city by consultants.

Subgrant - Per Agreement -

Greenbelt Alliance will receive funding through this grant to meaningfully participate in the planning process, joining the project's Steering Committee to provide direct input into the project's implementation, co-leading outreach and engagement toolkit development, and leading outreach with their own networks and communities in their geographic areas of focus. Greenbelt Alliance will assist with Task 1a and 3.

CASA will receive funding through this grant to meaningfully participate in the planning process, joining the project's Steering Committee to provide direct input into the project's implementation, co-leading outreach and engagement toolkit development, and leading outreach with their own networks and communities in their geographic areas of focus. CASA will assist with Task 1a and 3.

6. Other Direct Costs

Other Direct Costs -

7. Indirect Costs

Indirect Costs -



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Matching Contributions

Matching Contribution Amount:	\$300,000.00
Type:	Cash
Status:	Pledged
Source:	San Francisco Estuary Partnership
Source Type:	Non-Federal
Description:	Application submitted to SFEP which has been recommended to EPA for funding to support adaptation planning and governance structure in the San Leandro OLU. Primary source of funding for Activities 2, 3 and match 4,5, and 6.

Matching Contribution Amount:	\$1,500,000.00
Type:	Cash
Status:	Received
Source:	FEMA
Source Type:	Federal
Description:	Community Project Appropriation from Congresswoman Barbara Lee's Office for shoreline plan on northern shoreline Alameda Bay Farm Island and adaptation shoreline plans for Veterans Court area and lagoon outfall.

Matching Contribution Amount:	\$500,000.00
Type:	Cash
Status:	Received
Source:	City of Alameda General Fund
Source Type:	Non-Federal
Description:	Required local match for Community Project Appropriation from Congresswoman Barbara Lee's Office for shoreline plan on northern shoreline Alameda Bay Farm Island and adaptation shoreline plans for Veterans Court area and lagoon outfall.

Total Amount of Matching Contributions:	\$2,300,000.00
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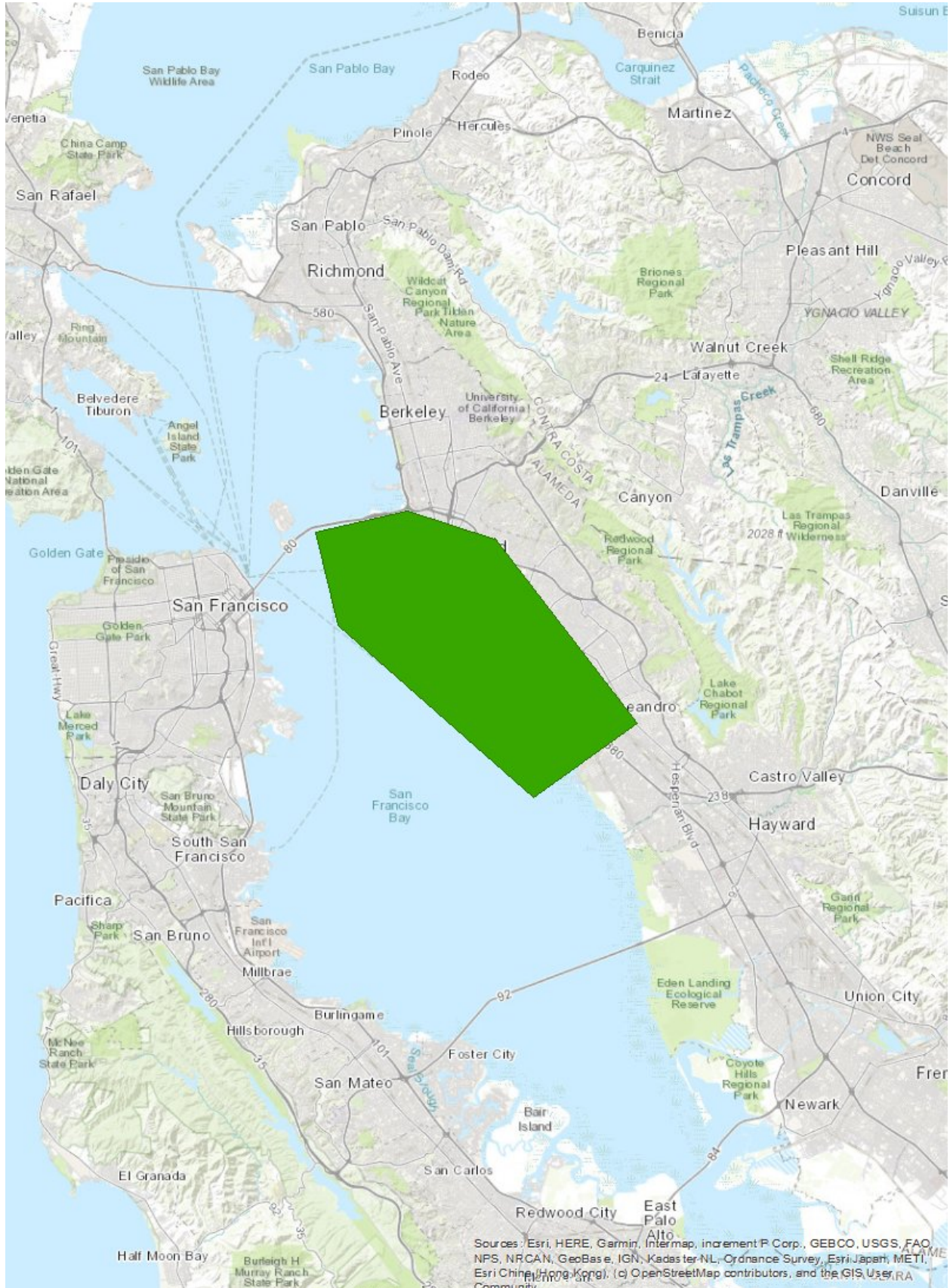


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The following pages contain the uploaded documents, in the order shown below, as provided by the applicant:

Upload Type	File Name	Uploaded By	Uploaded Date
NCRF Full Proposal Narrative 2022	NFWF NCRF_Full Proposal Narrative_revised1.pdf	Mieler, Danielle	04/06/2023
Project Map	San Leandro OLU.jpg	Mieler, Danielle	06/23/2022
Letters of Support	Letters of Support_NFWF_Alameda.pdf	Mieler, Danielle	06/29/2022
Photos - Jpeg	1. San Leandro Bay_Alameda.jpg	Mieler, Danielle	06/28/2022
Photos - Jpeg	2. Veterans Court Alameda at King Tide.jpg	Mieler, Danielle	06/28/2022
Statement of Litigation	Statement+of+Litigation.doc	Mieler, Danielle	06/23/2022
Board of Trustees, Directors, or equivalent	Board of Directors.docx	Mieler, Danielle	06/29/2022
Applicant Controls Questionnaire	Applicant+Controls+Questionnaire.pdf	Mieler, Danielle	06/28/2022

The following uploads do not have the same headers and footers as the previous sections of this document in order to preserve the integrity of the actual files uploaded.



Adaptation Planning for the San Leandro Operational Landscape Unit (San Francisco Bay Area)

Part I Pre-Proposal – Project Overview

- 1. Project Context:** The San Francisco Bay Area is experiencing multiple climate impacts now with growing threats into the future including: more frequent floods causing disruptions of emergency services and access to power, water, food, and medical care; permanent inundation of areas not currently exposed resulting in the need to either protect or move people and infrastructure; the loss of open spaces, recreation areas, and fish and wildlife habitat; and elevated groundwater and increased salinity intrusion that could affect water supplies, damage infrastructure, and require additional pumping and costly maintenance. Communities need to plan for the future now. To better guide and develop adaptation strategies for the diverse conditions and uses of the San Francisco Bay’s 400-mile shoreline, 30 Operational Landscape Units (OLU) have been outlined in [San Francisco Bay Shoreline Adaptation Atlas](#). The OLUs cross traditional jurisdiction boundaries and instead follow boundaries of natural processes like tides, waves, and sediment movement to prioritize adaptation strategies that work synergistically. The San Leandro Operational Landscape Unit is a highly urbanized and dense area that includes major critical infrastructure, including the Port of Oakland/Oakland Airport, Oakland Coliseum, State Route 61, Capital Corridor, I-880 freeway, Coast Guard Island, industrial and commercial zones, and residential neighborhoods in Oakland and Alameda with under-resourced communities vulnerable to climate change. The highly developed shoreline within the San Leandro OLU is challenged by a complex governance landscape with many overlapping agencies with jurisdiction along the shoreline, increasing the complexity of adaptation solutions.

Several existing sea level rise (SLR) vulnerability studies have been drafted that span sections of the San Leandro OLU, including studies by the Bay Conservation and Development Commission (BCDC) Adapting to Rising Tides program, and vulnerability assessments and/or climate resilience plans by the City of Alameda, the Port of Oakland, and the East Bay Regional Park District. In March 2022, the San Francisco Estuary Institute (SFEI) produced a draft report “Adaptation pathways: San Leandro Operational Landscape Unit” which demonstrates the application of [Adaptation Atlas](#) principles at the OLU scale. It is now time to align the individual efforts to create a subregional, actionable approach for long-term adaptation planning.

This subregional effort will seek to align with the [Bay Adapt Joint Platform](#) vision and will build capacity for each member organization in the planning process by leveraging resources and working together for the betterment of the subregion and by helping us think beyond individual projects in specific locations. The [San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group](#) (Working Group), a coalition of shoreline communities, agencies, and stakeholders, proposes to co-create a coordinated and inclusive future-looking action plan and subregional organizational structure to accelerate SLR adaptation in the San Leandro OLU. The Working Group is organized around the San Leandro OLU, which stretches from the Bay Bridge touchdown in the north to Oyster Bay in the south, and includes jurisdictions, agencies, and community-based organizations (CBOs) that have an interest in the shoreline within the OLU, as well as regional and state collaborators. This project is designed to provide a model that can be replicated in other OLUs along the San Francisco Bay and other coastal areas across the world with complex, urban shorelines and many landowners.

- 2. Proposed Solution:** Through this grant, we will build off previous work to conduct a region-wide vulnerability assessment, taking into account groundwater and SLR. Then develop a comprehensive 100-year long-range Adaptation Pathways Master Plan (Plan) the full San Leandro Operational Landscape Unit.

Governance. The Working Group will set up a clear governance structure and decision-making process to ensure the voices of all stakeholders are heard. The governance structure will draw on elements of existing information,

for instance, forming subcommittees for each subunit within the San Leandro OLU and using the BCDC Adaptation Roadmap as guidance on moving from vulnerability assessments to adaptation visions.

Long-Range Adaptation Pathways Master Plan. Build off existing reports to compile a menu of San Leandro OLU-level adaptation strategies that incorporate threats like SLR thresholds and rising groundwater. This approach will map out a long-range, comprehensive plan to maintain transportation and recreation corridors; reduce flood exposure in develop areas; and create and/or restore marsh, upland, and transitional habitat for nature-based solutions that both reduce climate risks to the communities while enhancing habitats.

3. Project Category: Community Capacity Building and Planning

- 4. Communities to Benefit:** Planning at an OLU scale requires novel approaches for governance and information sharing, deep coordination, and commitment to mutual support to jointly advance a vision across many jurisdictions and community groups. The range of agencies with interest in the shoreline also makes it challenging for the community to have a say in the future of the shoreline. When each organization looks out for its own interests, the larger interests of communities, watersheds, and natural habitats that cross jurisdictional boundaries can get lost. In addition, many communities within this OLU face historic and systematic barriers to full participation in planning processes and exclusionary zoning practices have disproportionately placed people of color and community members with the fewest resources into areas that are more vulnerable to natural hazards, including along the shoreline in this OLU. Today, many of these same areas are at risk of gentrification and displacement. These issues pose challenges for communities in addition to the climate-induced hazards they face, making collaborative and equitable planning processes all the more important.

Community Support. The Working Group, which represents a broad cross section of governmental and CBO stakeholders within the OLU shoreline, strongly supports collectively building resilience in the San Leandro OLU and is eager to engage in an inclusive planning process, further define its organizational structure, and build adaptation capacity for government and CBO staff, a necessary step towards adaptation implementation.

Benefit Under-Resourced Communities. The project includes meaningful partnerships with several organizations representing under-resourced and climate vulnerable communities, including the City of Oakland, as well as specific funding for four community-based organization Working Group members representing under-resourced communities that are vulnerable to climate change: East Oakland Collective, West Oakland Environmental Indicators Project (WOEIP), Community Action for a Sustainable Alameda (CASA), and Sogorea Te' Land Trust. East Oakland Collective, WOEIP, and CASA are community-based nonprofit organizations dedicated to environmental justice and enhancing the resilience of the communities they serve. The Sogorea Te' Land Trust is an urban Indigenous women-led land trust that facilitates the return of Indigenous land to Indigenous people and ensuring that intertribal Indigenous communities have affordable housing, social services, cultural centers and land to live, work and pray on. Providing specific funding to these organizations will help build capacity for these organizations to ensure that they can meaningfully engage throughout the process, learn more deeply about the adaptation issues facing their communities, and provide a voice of leadership in their communities, ensuring that they can co-create the outcomes rather than simply providing input at the end of the process.

Local Support and Participation: The following jurisdictions, agencies, NGOs and CBOs are members of the Working Group, and will be requested to participate in the planning process and approve the Adaptation Master Plan: Alameda County Flood Control District; Alameda County Mosquito Abatement District; Assm. Mia Bonta's Office; Baykeeper; California State Coastal Conservancy; Caltrans; City of Alameda; City of Oakland; City of San Leandro; Community Action for a Sustainable Alameda (CASA); East Bay Municipal Utility District; East Oakland Collective; East Bay Regional Park District; Greenbelt Alliance; Port of Oakland/Oakland International Airport; San Francisco Bay Conservation and Development Commission; San Francisco Bay Regional Water Quality Control Board; San Francisco Bay Trail/Association of Bay Area Governments/Metropolitan Transportation Commission; San Francisco Estuary Institute; San Francisco Estuary

Partnership; Sogorea Te' Land Trust; U.C. Berkeley; U.S. Coast Guard; U.S. Army Corps of Engineers; West Oakland Environmental Indicators Project; and Coastal Quest.

5. **Anticipated Community and Fish and Wildlife Benefits:** The process for co-creating an aligned subregional long-range Adaptation Pathways Master Plan will produce many co-benefits for the region. Though highly urbanized, the OLU host important habitats, including patches of marsh, oyster, and eelgrass habitat. San Leandro Bay is also an important hotspot for Ridgway's rail, supporting about 110 birds. Implementation of the Plan and the advancement of nature-based solutions to protect or restore ecosystems will result in enhanced critical built and natural infrastructure, restored habitat for wildlife for birds, improved opportunities for cover and high tide refuge for Ridgway's rail, and increased habitat for harbor seals, as well as improved carbon sequestration, recreational opportunities and community resilience within the OLU. It will also address the multiple hazards associated with rising sea levels of coastal flooding, groundwater rise, and contamination. Addressing these pressing issues also will help protect our shorelines that are susceptible to earthquake liquefaction and tsunamis. The equitable planning process itself will build capacity for collaboration among member organizations resulting in a solid coalition of shoreline communities and stakeholders for the betterment of the entire subregion.

Our planning, prioritization, and capacity building project will lead to **the long-term outcome** of reduce climate risks to communities while enhancing habitats in the OLU. The Plan will outline community resilience solutions for the San Leandro OLU to prioritize and implement. Specifically, the plan will outline policy approaches, infrastructure and nature-based solutions, prioritize multi-benefit solutions, such as flood protection that will also protect existing wildlife habitats or help restore wildlife and create recreation opportunities. Our **short-term outcomes** include: 1) Develop governance structure; 2) Update draft Adaptation Pathways to include comprehensive approach for the San Leandro OLU, highlighting solutions that maintain transportation and recreation corridors, reduce flood exposure in developed areas (including SLR, overtopping, and rising groundwater), and create and/or restore habitat; 3) Develop and adopt a Regional Adaptation Master Plan that will be implemented by the San Leandro OLU stakeholders; and 4) Build political will of key local leaders and decision-makers.

Part II Full Proposal

A. Methods and Activities:

Activity 1a - Project management: The Working Group's existing Steering Committee, currently comprised of the City of Alameda, City of Oakland, San Francisco Water Board, Caltrans, East Bay Regional Parks, Port of Oakland, Sogorea Té Land Trust, Community Action for a Sustainable Alameda, West Oakland Environmental Indicators Project, and East Oakland Neighborhood Initiative will meet regularly to advance the project and serve as the project manager, completing progress reports, issuing subawards to CBOs, managing contractors and launching RFPs to procure consultants, including a lead consultant to facilitate the equitable planning process. The Steering Committee will meet with the lead consultant approximately every six weeks to guide them, develop Working Group meeting and workshop agendas, review materials and draft deliverables. The City of Alameda will also serve as the project's fiscal sponsor.

Deliverables: RFPs for consultant procurement; Meeting agendas and notes; Progress reports; Executed subawards and contracts; Contractor management.

Activity 2a – Develop a joint vision for the OLU adaptation planning process: The consultant we work with will compile models and case studies from around the world of innovative long-term adaptation plans and solutions as well as existing planning documents within the OLU, including the [Bay Adapt Joint Platform](#), to refine the existing vision and goals for this adaptation planning effort. The first step in the planning process will be to conduct a workshop with Working Group members to share global models and case studies, co-create a shared, long-term vision and mid-term planning principles for the entire OLU that will be shared for refinement and input with communities and CBOs (see activity 3). Local plans and projects will also support the vision and principles of the OLU.

Deliverables: Visioning workshops' agenda, list of attendees, outcomes; Memorandum documenting draft and final vision and planning principles for the entire OLU that is incorporated in the Master Plan.

Activity 1b – Expand OLU's adaptation planning governance structure to include CBOs and streamline implementation:

We will conduct research to identify best practices and craft a strategy to create a governance structure that allows the Working Group to achieve its vision and adaptation planning goals, includes permanent CBO representation, and accelerates and streamline actions. We will also explore the best compensation options for CBO continued participation. The lead consultant will consolidate all these elements into a report that summarizes findings and recommends a governance structure and present to Working Group for input and to determine next steps. This proposal will also be shared with communities and CBOs for input (see activity 3).

Deliverables: Agenda, list of attendees, and outcomes from organizational workshop; Report identifying recommended governance structure and next steps; Master Plan that includes recommended organizational structure and next steps towards implementation.

Activity 2b – Conduct research, a region-wide vulnerability assessment and update draft Adaptation Pathways:

We will hire a consultant to conduct a comprehensive, subregional vulnerability assessment to determine the range of sensitivity and exposure of key assets to the multiple hazards associated with sea level and groundwater rise, such as erosion, flooding, habitat loss, contamination, and liquefaction. The assessment will build on existing studies conducted by various stakeholders within the OLU, expanding analysis to a subregional scale and identifying socio-economic vulnerabilities to facilitate an equitable and robust planning process. Based on the assessment's results, the consultant will update SFEI's Adaptation Pathways draft report, expanding its geographic focus, and compile a menu of priority assets at risk and longer-term adaptation strategies, highlighting multi-benefit and nature-based solutions that maintain transportation and recreation corridors, reduce flood exposure in developed areas (including coastal flooding, overtopping, and rising groundwater), and create and/or restore habitats to protect wildlife and enhance communities. The consultant will also conduct research to compile available data and studies on existing conditions within the OLU to inform decision-making, with a focus on groundwater issues, and assess the feasibility of implementing recommended adaptation measures, particularly nature-based solutions in highly urbanized shorelines, including those identified in the Adaptation Atlas, and highlighting the habitats and goals prioritized for preservation and restoration in the [2015 Baylands Ecosystem Habitat Goals](#).

Deliverables: Draft vulnerability assessment report for the OLU; Updated Adaptation Pathways; Report outlining key data gaps; Repository of relevant data and studies.

Activity 4b and 4d - Develop Long-term Sub-regional Adaptation Plan: We will use key products from prior activities to develop a comprehensive, 100-year long-range Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. The plan will identify and prioritize key pathways and innovative strategies—including relevant nature-based solutions like coastal marsh, shallow subtidal habitat, and eelgrass restoration, seawalls and other pioneer, creative, and progressive ideas—that enable the OLU's adaptation to rising seas and provide collective benefits to coastal communities and wildlife, protect groundwater and ecosystems, restore marsh, upland, and transitional habitat, and enable effective shoreline and wastewater management. The consultants will facilitate a process with the Working Group to develop a prioritization framework with criteria that value the benefits to fish and wildlife, community, and the economy. We will leverage existing tools and frameworks, including the [San Francisco Bay Shoreline Adaptation Atlas](#) (Atlas), and the [SLR CHARG](#) and ART frameworks to develop multi-benefit criteria and identify priority assets and solutions. After the prioritization process is complete, the Working Group, with consultant support, will build off existing reports and strategies, including the [2015 Baylands Ecosystem Habitat Goals Science Update](#), [Estuary Blueprint](#), ART and the Atlas to compile a menu of San Leandro OLU-level adaptation strategies for inclusion in the Master Plan, including potential nature-based, sea-level rise adaptation measures and goals already identified in these frameworks and tools across the OLU's jurisdictions. The Plan will detail key steps and actions to take as the shoreline changes over the next century, identifying trigger points and costs for each

of the outlined pathways. Following community consultations, the consultants will prepare a final version of the Master Plan for adoption by government jurisdictions across the OLU.

Deliverables: Prioritization framework; Draft and Final Long-term Sub-regional Adaptation Plan for the San Leandro OLU.

Activity 3 – Co-develop and co-implement outreach, engagement, and communications strategies to seek community input and build political will: Consultants will develop an outreach and engagement plan and a communications strategy to engage, inform, and empower decision-makers, leaders and community members on the issues and solutions identified in the adaptation planning process. The consultant will partner with CBO steering committee members to develop a toolkit to build CBO capacity to lead outreach in their own communities and communicate direct and indirect impacts of sea level and groundwater rise, and secure input on adaptation needs, priorities, and solutions. The outreach and engagement plan and toolkit will be built with equity in mind, and seek to advance diverse strategies to reach vulnerable, traditionally underserved communities and California Tribes. These strategies will be informed by best practices and can include community meetings, focus groups and workshops; application of survey; social media campaigns, multi-lingual materials, and hiring of community members to advance efforts where possible, etc. The communications strategy will include messaging and tools (like fact sheets, presentation and talking points) that Working Group members can use to build support with local and regional stakeholders, including communities, elected officials, and regulatory agencies to advance and implement adaptation efforts. The consultants, Working Group members, and partner CBOs will implement the Outreach and Engagement Plan’s strategies and toolkit to build awareness and partnerships with communities and obtain their input on 1) the draft vision for the planning process, 2) proposed governance structure, and 3) adaptation pathways. The Working Group will then work with consultant to refine all products and plans based on community input. Consultant will prepare outreach materials and talking points for use by individual organizations as part of the toolkit. Individual jurisdictions, CBOs and agencies would request approval and adoption of these plans by their governing bodies.

Deliverables: Outreach and engagement plan and toolkit; Communications strategy; Outreach and engagement materials and fact sheets including multilingual versions; CBO-led community engagement sessions; Meeting presentations, summaries, sign-in sheets from focus groups, workshops, commissions, and public venue meetings; Press releases and articles/social media posts; Questionnaires and survey results; Refinements of the Vision, Governance Structure, and Master Plan based on comments received.

Activity 4c – Assess and outline regulatory issues, capacity building priorities, and financing plan for Master Plan implementation: To understand the capacity, regulatory and financing needs of Working Group members and other CBOs to achieve the vision and goals outlined through Activity 2a and implement the Master Plan, we will hire a consultant to assess adaptation capacity, regulatory and permitting requirements and financing. The consultant will survey key stakeholders to create a baseline of knowledge, attitudes, skills to support implementation of the Master Plan. Based on results, we will outline priority capacity building needs in the Plan and craft and release subregional RFQs, streamlining the procurement process for the individual jurisdictions while building a database of technical consultants to implement specific adaptation pathways and priorities in the future. In parallel, the consultant will identify and outline permitting requirements and potential barriers for the implementation of each adaptation pathway, in coordination with permitting and regulatory State and local agencies. They will prepare a report summarizing findings and outlining key steps and strategies in securing permits for each adaptation pathway. The consultant will also work with the Working Group to map out immediate, mid, and long-term funding needs for this effort and identify key funding strategies to craft a robust, long-term financing plan to fund capacity building priorities and Master Plan implementation.

Deliverables: Memorandum documenting key results from the financing, regulatory and capacity assessments and stakeholder surveys; Comprehensive list of capacity building priorities for inclusion in Master Plan; RFQs and database of qualified technical services consultants for agency specific projects; Long-term financing plan; Report outlining permitting/regulatory barriers and strategies.

B. Implementation Timeline and Milestones:

Activities and Key Milestones	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026
1a. Project management															
Draft RFPs and Procure consultants	X	X		X	X										
Hold meetings, manage contractor and subgrantees, report on progress	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2a. Develop a joint vision for the OLU adaptation planning process															
Conduct visioning workshop		X													
Produce draft and final shared vision and planning principles for OLU				X											
1b. Expand OLU’s adaptation planning governance structure to include CBOs and streamline implementation															
Conduct research to identify best practices and craft strategy to create a governance structure that includes permanent CBO representation		X	X												
Produce report summarizing findings and recommended governance structure				X	X										
Incorporate of organizational structure into Master Plan															
2b. Conduct research, a region-wide vulnerability assessment and update draft Adaptation Pathways															
Conduct subregional vulnerability assessment						X	X								
Update adaptation pathways report								X	X						
Compile available data and studies on existing conditions within the OLU, with focus on groundwater issues							X	X	X						
Assess the feasibility of implementing recommended adaptation measures, particularly NBS									X	X					
4b and 4d. Develop long-term Sub-regional Adaptation Plan															
Develop prioritization framework										X	X				
Draft and finalize Long-term Sub-regional Adaptation Plan that includes NBS solutions											X	X	X	X	X
3. Co-develop and co-implement outreach, engagement, and communications strategies to seek community input and build political will															
Develop an outreach and engagement plan and a communications strategy		X	X												
Co-develop and implement toolkit to build CBO capacity to lead outreach and engagement		X	X												
Engage communities and CBOs to gather input on vision, governance structure, vulnerabilities, and adaptation pathways			X		X			X	X	X			X	X	
4c. Assess and outline regulatory issues, capacity building priorities, and financing plan for Master Plan implementation															

Assess adaptation capacity, regulatory and permitting requirements and financing																			X	X	X	
Integrate capacity building priorities, regulatory barriers and actions, and long-term financing strategy into Master Plan																					X	X

C. Monitoring Project Impact and Tracking Metrics: We propose using the metrics below to monitor and assess progress:

Recommended NFWF metrics: 1) Tool development for decision-making (# tools developed that are used by decision-makers); 1) Government agency participation and engagement (# govt entities participating); 3) Community Outreach and Engagement- Capacity, outreach, incentives (# of people reached by outreach, training, or technical assistance activities).

We will also track the following data and information: 1) Capacity building # of cities, agencies, CBOs and communities (including disadvantaged communities) participating in the Working Group and planning processes, # of partners that are trained in/use project’s tools and plans; 2) New funding allocated by Working Group for implementation or next phase of work; 3) Community Benefits - # of critical facilities or infrastructure within radius of projects identified for priority implementation within San Leandro OLU; 4) Ecosystem Restoration - # of acres by habitat to be restored, as a result of projects for priority implementation within the Plan.

The community and wildlife benefits goals outlined for the project align with several existing resilience and adaptation strategies including state-level strategies like California’s [Ocean Protection Council Sea Level Rise guidance](#), as well as regional plans like the [Bay Adapt Joint Platform’s Plan](#) which seeks to align local and regional adaptation plans into a unified adaptation approach and identify strategies to fund adaptation to generate equity and economic benefits and advance the long-term protection of Bay habitats and prioritization of nature-based adaptation outcomes. The project also builds on vulnerability studies, adaptation plans and needs assessments already completed for this subregion, including the [SFEI Adaptation Atlas](#), the Bay Conservation and Development Commission (BCDC)’s [ART Oakland-Alameda Resilience Study](#), and a soon-to-be released SFEP/MTC Disadvantaged Community and Tribal Initiative Project Regional Needs Assessment Report, as well as jurisdiction-specific resilience plans such as [Alameda’s Climate Action and Resiliency Plan](#), [Port of Oakland’s Vulnerability Study](#), and [East Bay Regional Park District Plan](#)—which identify nature-based, infrastructure, and policy and regulatory measures and strategies to adapt to rising seas for people and wildlife. This effort will also help further the vision laid out in the [Resilience by Design Estuary Commons](#) project and will extend it across the OLU. By taking a regional and comprehensive approach to planning and seeking its adoption by the jurisdictions, organizations and agencies in the OLU, this project will integrate adaptation planning efforts across government agencies. We expect the project to serve as a replicable model of how to conduct regional, inclusive, and long-range adaptation planning processes that can be scaled across other OLUs in the Bay Area.

To monitor progress and assess impact, we will track the metrics outlined Metrics Section, and have assigned 5% of the budget to monitoring activities. We have a baseline for government agency participation, and community engagement and outreach. Initial meetings and kick-offs will validate these baselines. We will monitor and collect data through different methods. We will thoroughly document meetings, work sessions, trainings, and community engagement events/workshops to measure participation as well as the impact of our community engagement and capacity building efforts. We will conduct pre and post assessments following key capacity building efforts to track their effectiveness and collect feedback. We will also survey the Working Group’s members twice during the project: 1) mid-way through the project to assess progress and seek feedback in real-time to improve our planning process and tools and, 2) at the end of the project. The survey will also generate a baseline for funding currently allocated to adaptation and nature-based solutions and allow us to measure use and adoption of tools and plans by partners and decision-makers. Once finalized, the Master Plan will also further inform potential community benefits and benefits to ecosystems, fish and wildlife, based on identified adaptation pathways and

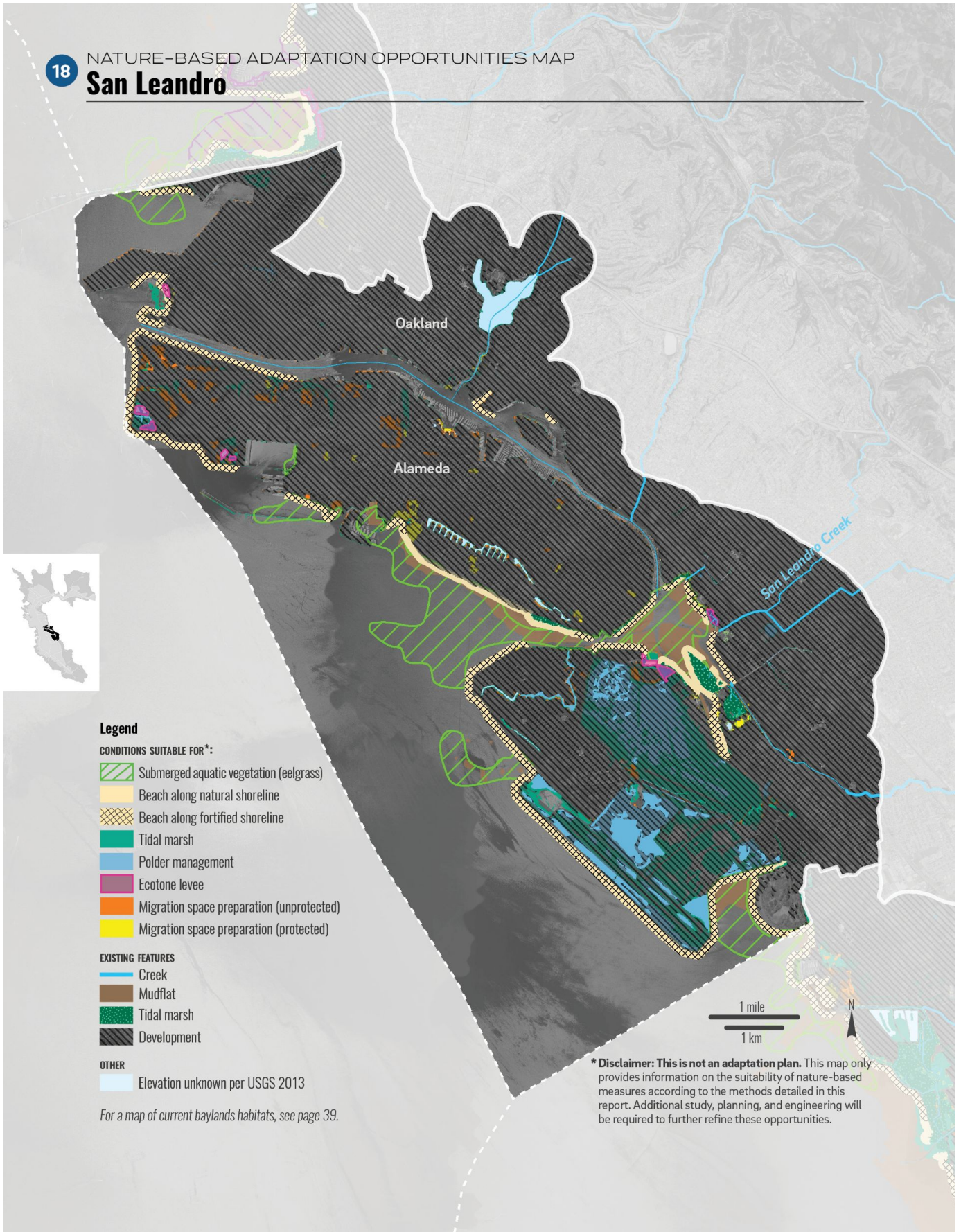
nature-based solutions prioritized for implementation. Finally, our capacity and funding assessments will serve as deeper evaluations and datasets to inform our capacity building and financing efforts during the project and into the future.

D. Project Team & Partners: The organizations and key personnel primarily responsible for implementing the project include:

- **City of Alameda Staff. Danielle Mieler, Sustainability and Resilience Manager:** In her role, Danielle is responsible for equitably implementing the City’s Climate Action and Resilience Plan. Danielle brings extensive experience to this work from her past roles in local and regional resilience planning. She previously managed San Francisco's Lifelines Council, Earthquake Safety Implementation Program and Tall Buildings Study, and the Association of Bay Area Government’s Resilience Program where she was actively involved in Bay Area adaptation planning initiatives, including Resilience by Design, BCDC’s Adapting to Rising Tides, and ABAG/BCDC Strong Housing, Safer Communities project and regional hazard mitigation planning efforts. She received a B.S. and M.S. in Civil Engineering from UC Berkeley and a B.A. in Sociology from UC Santa Cruz. Danielle is an active member of the Earthquake Engineering Research Institute where she previously served as Director and Vice President.
- **City of Alameda Staff. Gail Payne, Senior Transportation Coordinator:** Gail brings 12 years of experience as a consultant, 16 years as a public sector employee and 8 years of pro-bono experience as a non-profit board member. She currently works for the City of Alameda on transportation and adaptation projects and programs. Since 1999, Gail has managed complex projects including safety corridor projects through design/construction, the APWA award winning Sacramento County ADA Transition Plan and Pedestrian Plan totaling over \$1 million and the Central Avenue Safety Improvement Project for \$15 million. She has secured over \$40 million through writing successful grant applications, overseen the paratransit program, and managed key citywide efforts including the Smart City Master Plan, shuttles, the Transportation Choices Plan and the initiation of the Climate Plan as well as other adaptation projects. Gail has also acted as the Secretary to the Transportation Commission and as a liaison to City departments and to the broader Alameda community.
- **Consultants to be hired** and assist with Visioning and Governance Structure expansion, Activities #2a and #1b; Vulnerability Assessments and Research, Activity #2b; Master Plan Development, Activity #4b and d; Outreach, Engagement and Communications, Activity #3; and Capacity, Financing and Permitting Plan, Activity #4c.

The project will also bring together a diverse suite of partners and sectors including residents and community leaders, community-based organizations; local, state, regional and federal governments, California Tribes, as well as natural resource, transportation, planning and public work agencies. CBOs East Oakland Collective, West Oakland Environmental Indicators Project, Community Action for a Sustainable Alameda (CASA), and Sogorea Te’ Land Trust will receive funding through this grant to meaningfully participate in the planning process, joining the project’s Steering Committee to provide direct input into the project’s implementation, co-leading outreach and engagement toolkit development, and leading outreach with their own networks and communities in their geographic areas of focus. The Working Group brings together over 25 jurisdictions and actors, across including key local landowners like the City of Alameda, the City of Oakland, City of San Leandro, and Caltrans, and other agencies and organizations mentioned in the key partners section (see above). We will secure buy-in, input and adoption from all Working Group members throughout the project and the adaptation planning process, through a series of meetings and workshops. According to the [CalEnviroScreen 4.0 results](#), the cities within the OLU rank in the top percentile as being the most disadvantaged. This includes census blocks in the cities of Oakland, San Leandro, Alameda. Through the execution of activity 6, these underserved and vulnerable communities will be directly engaged through workshops, surveys, and other tools to provide direct input on key project deliverables—from the vision and governance structures that will drive adaptation planning to the adaptation pathways put forth in the Master Plan.

San Leandro



Legend

CONDITIONS SUITABLE FOR*:

- Submerged aquatic vegetation (eelgrass)
- Beach along natural shoreline
- Beach along fortified shoreline
- Tidal marsh
- Polder management
- Ecotone levee
- Migration space preparation (unprotected)
- Migration space preparation (protected)

EXISTING FEATURES

- Creek
- Mudflat
- Tidal marsh
- Development

OTHER

- Elevation unknown per USGS 2013

For a map of current baylands habitats, see page 39.

1 mile
1 km



***Disclaimer: This is not an adaptation plan.** This map only provides information on the suitability of nature-based measures according to the methods detailed in this report. Additional study, planning, and engineering will be required to further refine these opportunities.



ALAMEDA COUNTY COMMUNITY DEVELOPMENT AGENCY

P L A N N I N G D E P A R T M E N T

Sandra Rivera
Interim Agency Director

Albert Lopez
Planning Director

224 West Winton Ave
Room 111

Hayward, California
94544-1215

phone
510.670.5400

fax
510.785-8793

www.acgov.org/cda

June 22, 2022

Subject: Input and Support from Cities, Agencies, and Organizations in the San Leandro Operational Landscape Unit for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's 2022 NFWF National Coastal Resilience Fund Proposal

Dear NFWF Coastal Resilience Fund Proposal Reviewers,

The Alameda County Planning Department strongly supports the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project that is fiscally sponsored by the City of Alameda on behalf of the Working Group, NFWF funding will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, CBOs and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. The Alameda County Planning Department has participated in this effort and was given the opportunity to express our coastal resilience priorities and challenges, as well as short and long-term goals as part of the scoping and design for this proposal. We have full confidence in the ability of the Working Group to deliver the important, complex, and timely project outlined in the proposal and strongly believe that it complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation for funding by San Francisco Estuary Partnership Implementation Committee that would provide matching funds for the NFWF project.

NFWF's approval of this project will establish an effective Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. This project will foster a participatory governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included, and will build capacity to support and implement coastal resiliency policies and strategies. The development of the Adaptation Pathways Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the subregional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience. We urge NFWF to give this proposal their full support.

Sincerely,

Alison Abbors

Alison Abbors
Planner III



City of Alameda California

June 23, 2022

RE: Input and Support from Cities, Agencies, and Organizations in the San Leandro Operational Landscape Unit for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's 2022 NFWF National Coastal Resilience Fund Proposal

Dear NFWF Coastal Resilience Fund Proposal Reviewers,

The City of Alameda strongly supports the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project that is fiscally sponsored by the City of Alameda on behalf of the Working Group, NFWF funding will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, CBOs and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. The City of Alameda has been an active member of this effort and was given the opportunity to express our coastal resilience priorities and challenges, as well as short and long-term goals as part of the scoping and design for this proposal. We have full confidence in the ability of the Working Group to deliver the important, complex, and timely project outlined in the proposal and strongly believe that it complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation for funding by San Francisco Estuary Partnership Implementation Committee that would provide matching funds for the NFWF project.

NFWF's approval of this project will establish an effective Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. This project will foster a participatory governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included, and will build capacity to

Office of the Mayor

2263 Santa Clara Avenue, Room 320
Alameda, California 94501
510.747.4701

support and implement coastal resiliency policies and strategies. The development of the Adaptation Pathways Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the subregional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience. For these reasons, we urge NFWF to give this proposal their full support.

Best Regards,

A handwritten signature in blue ink that reads "Marilyn Ezzy Ashcraft". The signature is written in a cursive, flowing style.

Marilyn Ezzy Ashcraft
Mayor of Alameda

MEA:mk

STATE CAPITOL
P.O. BOX 942849
SACRAMENTO, CA 94249-0018
(916) 319-2018

DISTRICT OFFICE
ELIHU M. HARRIS STATE BUILDING
1515 CLAY STREET, SUITE 2204
OAKLAND, CA 94612
(510) 286-1670
FAX (510) 286-1888

E-MAIL
Assemblymember.MBonta@assembly.ca.gov



COMMITTEES
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SELECT COMMITTEES
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REPRODUCTIVE HEALTH
SOCIAL HOUSING

June 23, 2022

National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund
1133 Fifteenth St. N.W., Suite 1000
Washington, DC 20005

RE: SUPPORT: San Leandro Operational Landscape Unit for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's 2022 NFWF National Coastal Resilience Fund Proposal

Dear NFWF Coastal Resilience Fund Proposal Reviewers:

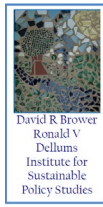
I strongly support the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project that is fiscally sponsored by the City of Alameda on behalf of the Working Group, NFWF funding will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, CBOs and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. Our [organization/agency/government] has been an active member of this effort and was given the opportunity to express our coastal resilience priorities and challenges, as well as short and long-term goals as part of the scoping and design for this proposal. I have full confidence in the ability of the Working Group to deliver the important, complex, and timely project outlined in the proposal and strongly believe that it complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation for funding by San Francisco Estuary Partnership Implementation Committee that would provide matching funds for the NFWF project.

NFWF's approval of this project will establish an effective Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. This project will foster a participatory governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included, and will build capacity to support and implement coastal resiliency policies and strategies. The development of the Adaptation Pathways Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the sub-regional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience. I urge NFWF to give this proposal their full support. Thank you for your attention to this matter. If you need any additional information, please contact my office at (510) 286-1670.

Sincerely,


Assemblymember Mia Bonta, District 18



David R. Brower, Ronald V. Dellums Institute for Sustainable Policy Studies and Action

June 27, 2022

Subject: Input and Support from Cities, Agencies, and Organizations in the San Leandro Operational Landscape Unit for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's 2022 NFWF National Coastal Resilience Fund Proposal

Dear NFWF Coastal Resilience Fund Proposal Reviewers,

The David R. Brower, Ronald V. Dellums Institute for Sustainable Policy Studies and Action (BDISPSA) with the East Oakland Neighborhood Initiative (EONI) strongly support the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project that is fiscally sponsored by the City of Alameda on behalf of the Working Group, NFWF funding will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, CBOs and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. Marquita Price, while with the East Oakland Collective member of EONI and now with BDISPSA and EONI, has been an active member of this effort and was given the opportunity to express our coastal resilience priorities and challenges, as well as short and long-term goals as part of the scoping and design for this proposal. We have full confidence in the ability of the Working Group to deliver the important, complex, and timely project outlined in the proposal and strongly believe that it complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation for funding by San Francisco Estuary Partnership Implementation Committee that would provide matching funds for the NFWF project.

BDISPSA is currently the community design lead for the San Leandro Creek Greenway Trail Phase 1 implementation project funded by the California Natural Resources Agency. San Leandro Creek outfalls in the San Leandro Operational Landscape Unit. As an original partner in the East Oakland Neighborhood Initiative funded by the Strategic Growth Council, the Institute collaborated in developing shoreline access proposals. The Institute is a community advisor on the East Oakland Mobility Action Plan of the East Oakland Collective. The Institute was the community lead and a contractor to the 2018 Resilience by Design challenge All Bay Collective conceptual proposal for the Coliseum area which

included a land bridge over the I-880 freeway and contaminate groundwater incursion because of sea level rise.

NFWF's approval of this project will establish an effective Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. This project will foster a participatory governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included, and will build capacity to support and implement coastal resiliency policies and strategies. The development of the Adaptation Pathways Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the subregional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience. We urge NFWF to give this proposal their full support.

Sincerely,

Ayano Jeffers-Fabro

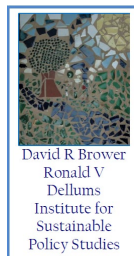
Ayano Jeffers-Fabro, Project Manager, East Oakland Neighborhood Initiative , David R. Brower, Ronald V. Dellums Institute for Sustainable Policy Studies and Action

Marquita Price

Marquita Price, Project Manager, East Oakland Neighborhood Initiative , Neighborhood Urban Planner, David R. Brower, Ronald V. Dellums Institute for Sustainable Policy Studies and Action

Robin Freeman

*Robin Freeman, Co-Director, David R. Brower, Ronald V. Dellums Institute for Sustainable Policy Studies and Action
Chair, emeritus, Environmental Management and Technology, Merritt College
www.browerdellumsinstitute.org*



California Department of Transportation

DISTRICT 4
P.O. BOX 23660, MS-1A | OAKLAND, CA 94623-0660
(510) 286-5900 | FAX (510) 286-6301 | TTY 711
www.dot.ca.gov



June 24, 2022

Ms. Femke Freiberg
Western Water Program Director
National Fish and Wildlife Foundation
1133 Fifteenth St NW, Suite 1000
Washington, DC 20005

Dear Ms. Freiberg:

The California Department of Transportation (Caltrans) District 4 supports the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal submitted to the National Fish and Wildlife Foundation's (NFWF) in consideration for National Coastal Resilience Fund 2022 grant funding. This proposal will fund the creation of an Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit (OLU). Since June 2021, the Working Group has met regularly to develop adaptation strategies to protect vulnerable communities and key infrastructure along the San Leandro Bay shoreline, including Doolittle Drive/State Route 61 and Oakland International Airport. The Working Group improves the capacity of government agencies and communities by leveraging planning and nature-based solutions to enhance resilience, reduce risks from sea level rise, and protect critical transportation infrastructure in the OLU.

Awarded grant funding will support a participatory governance framework that joins perspectives of community, government, and local stakeholders to support the implementation of coastal resiliency policies and strategies. The Adaptation Pathways Master Plan will advance multi-scale planning and decision-making at the subregional scale, to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience.

Caltrans would like to thank NFWF for its consideration of this proposal.

Sincerely,

Dina El-Tawansy

DINA A. EL-TAWANSY
District Director








Draft_CityofAlameda_NFWF Grant LOS

Final Audit Report

2022-06-28

Created:	2022-06-28
By:	Cecilia Gutierrez (s135761@dot.ca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAd-DmoCF0j1YqrIEVAPPuMkOYuKdgvHj

"Draft_CityofAlameda_NFWF Grant LOS" History

-  Document created by Cecilia Gutierrez (s135761@dot.ca.gov)
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-  Document emailed to Dina El-Tawansy (dina.el-tawansy@dot.ca.gov) for signature
2022-06-28 - 6:16:23 PM GMT
-  Email viewed by Dina El-Tawansy (dina.el-tawansy@dot.ca.gov)
2022-06-28 - 7:30:47 PM GMT
-  Document e-signed by Dina El-Tawansy (dina.el-tawansy@dot.ca.gov)
Signature Date: 2022-06-28 - 7:31:20 PM GMT - Time Source: server
-  Document emailed to Cecilia Gutierrez (cecilia.gutierrez@dot.ca.gov) for acceptance
2022-06-28 - 7:31:22 PM GMT
-  Document accepted by Cecilia Gutierrez (cecilia.gutierrez@dot.ca.gov)
Acceptance Date: 2022-06-28 - 7:35:21 PM GMT - Time Source: server
-  Agreement completed.
2022-06-28 - 7:35:21 PM GMT



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June 21, 2022

National Fish and Wildlife Foundation
1133 Fifteenth St. N.W., Suite 1000
Washington, DC 20005

Subject: Support for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's 2022 NFWF National Coastal Resilience Fund Proposal

Dear NFWF Coastal Resilience Fund Proposal Reviewers,

The East Bay Regional Park District (Park District) strongly supports the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project that is fiscally sponsored by the City of Alameda on behalf of the Working Group, NFWF funding will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. The Park District has been an active member of this effort and believes the Working Group can deliver the important, complex, and timely project outlined in the proposal. Further, the Working Group complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation funding by San Francisco Estuary Partnership Implementation Committee that would provide matching funds for the NFWF project.

NFWF's approval of this project will establish an effective Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. The development of the Adaptation Pathways Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the subregional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience. We urge NFWF to give this proposal their full support.

Sincerely,



Brian Holt – Chief of Planning, Trails, and GIS

Board of Directors

Colin Coffey
President
Ward 7

Beverly Lane
Vice-President
Ward 6

Dennis Waespi
Treasurer
Ward 3

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Ward 4

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Ward 5

Sabrina B. Landreth
General Manager

CITY OF OAKLAND



DALZIEL BUILDING · 250 Frank H. Ogawa Plaza · Suite 5301 · OAKLAND, CALIFORNIA 94612-2034
Oakland Office of Sustainability and Resilience

FAX (510) 238-7286
TDD (510) 238-3254

June 22, 2022

Subject: Support for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's 2022 NFWF National Coastal Resilience Fund Proposal

Dear NFWF Coastal Resilience Fund Proposal Reviewers,

The City of Oakland strongly supports the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project, NFWF funding will enhance the capacity of leaders in the San Leandro OLU to leverage planning and nature-based solutions to improve their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, CBOs and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. Oakland has been an active member of this effort, with our short and long-term goals on coastal resilience priorities and challenges expressed in the scoping and design for this proposal. We have full confidence in the ability of the Working Group to deliver the important, complex, and timely project outlined in the proposal. It complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation for funding by San Francisco Estuary Partnership Implementation Committee to provide matching funds for the NFWF project.

This project will establish an effective Adaptation Pathways Master Plan for the San Leandro OLU, creating a participatory governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included. The Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the subregional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, and ecosystem coastal resilience. We urge NFWF to give this proposal their full support.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Hamilton".

Daniel Hamilton, Sustainability Director
City of Oakland
dhamilton2@oaklandca.gov





SOGOREA TE' LAND TRUST
INFO@REMATRIATETHELAND.ORG
2501 HARRISON ST OAKLAND, CA 94612

6/28/2022

Dear NFWF Coastal Resilience Fund Proposal Reviewers,

The Sogorea Te' Land Trust strongly supports the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By supporting this highly collaborative and inclusive planning project that is fiscally sponsored by the City of Alameda on behalf of the Working Group, NFWF funding will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which brings together a coalition of shoreline communities, government agencies, CBOs and stakeholders in the San Leandro OLU, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience. Our organization has been an active member of this effort and was given the opportunity to express our coastal resilience priorities and challenges, as well as short and long-term goals as part of the scoping and design for this proposal. We have full confidence in the ability of the Working Group to deliver the important, complex, and timely project outlined in the proposal and strongly believe that it complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including a recent recommendation for funding by San Francisco Estuary Partnership Implementation Committee that would provide matching funds for the NFWF project.

NFWF's approval of this project will establish an effective Adaptation Pathways Master Plan for the San Leandro Operational Landscape Unit. This project will foster a participatory governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included, and will build capacity to support and implement coastal resiliency policies and strategies. The development of the Adaptation Pathways Master Plan will outline shared goals and priorities and advance multi-scale planning and decision-making, mapping out and catalyzing implementation of actions and solutions at the subregional scale to help the San Leandro OLU adapt to a changing climate while improving social, economic, ecosystem, and political coastal resilience. We urge NFWF to give this proposal their full support.

Sincerely,

Corrina Gould, Co-Director

San Francisco Bay Regional Water Quality Control Board

June 24, 2022

National Fish and Wildlife Foundation
Coastal Resilience Fund Proposal Reviewers

Subject: Wetlands Regional Monitoring Program Funding Proposal

Dear Coastal Resilience Fund Proposal Reviewers:

We are writing to express the San Francisco Bay Regional Water Quality Control Board's (Water Board's) support for the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group's (Working Group) proposal to the National Fish and Wildlife Foundation's (NFWF) National Coastal Resilience Fund 2022 grant to "Create a comprehensive, long-term Adaptation Master Plan and sub regional organizational structure to accelerate sea-level rise adaptation for the San Leandro Operational Landscape Unit (OLU)." By funding this highly collaborative and inclusive planning project, NFWF will help enhance the capacity of government agencies and communities in the San Leandro OLU to leverage planning and nature-based solutions to enhance their resilience, reduce risks from rising seas, and benefit fish and wildlife.

The Working Group, which is a coalition of shoreline communities, government agencies, Community Based Organizations, and stakeholders, began meeting quarterly in June 2021 to coordinate San Leandro Bay/Oakland-Alameda Estuary flood and adaptation projects to protect and restore water quality, habitat, and community resilience, all of which are Water Board priorities. As an active member in this effort, we provided our coastal resilience priorities and challenges as part of the scoping and design for this proposal. Based on our participation, we are confident that the Working Group will deliver the important, complex, and timely project outlined in the proposal and strongly believe that it complements other efforts to accelerate sea level rise adaptation in the San Leandro OLU, including the San Francisco Estuary Partnership Implementation Committee's recent recommendation to provide funding that would be used to match NFWF funds.

NFWF's funding of this project will create an Adaptation Pathways Master Plan for the San Leandro OLU developed through a collaborative governance framework that ensures voices and perspectives from critical community, government and local stakeholders are included. In addition, it will build capacity to support and implement coastal resiliency policies and strategies that cross traditional jurisdictional municipal boundaries, which is also a Water Board priority.

Accordingly, we strongly encourage NFWF to support the establishment of the WRMP by funding the proposal under consideration.

Sincerely,



Digitally signed
by Xavier
Fernandez
Date: 2022.06.27

16:18:59 -07'00'

Xavier Fernandez
Planning Division Manager







NFWF

Statement of Litigation

Instructions: Save this document on your computer and complete. The final narrative should not exceed two (2) pages; do not delete the text provided below. Once complete, upload this document into the on-line application as instructed.

Litigation: In the space provided below, state any litigation (including bankruptcies) involving your organization and either a federal, state, or local government agency as parties. This includes anticipated litigation, pending litigation, or litigation completed within the past twelve months. Federal, state, and local government applicants are not required to complete this section. If your organization is not involved in any litigation, please state below.

The City of Alameda is a local government and not required to complete this section.

The City of Alameda is not a nonprofit and does not have a board of directors.



APPLICANT CONTROLS AND CAPABILITIES QUESTIONNAIRE

INSTRUCTIONS: THIS QUESTIONNAIRE IS REQUIRED WITH THE SUBMISSION OF A NFWF FULL PROPOSAL, FOR THE FOLLOWING ORGANIZATION TYPES: NONPROFIT ORGANIZATIONS, STATE, LOCAL & MUNICIPAL GOVERNMENTS, INDIAN TRIBAL GOVERNMENTS, FOR-PROFIT ENTITIES, AND INCORPORATED INDIVIDUALS. PLEASE COMPLETE AND SIGN THE QUESTIONNAIRE IF YOUR ORGANIZATION DOES NOT HAVE A RECENT (WITHIN TWO YEARS) SINGLE AUDIT UPLOADED TO THE FEDERAL AUDIT CLEARINGHOUSE. DO NOT INCLUDE COPIES OF POLICIES OR PROCEDURES WITH THE SUBMISSION OF THIS FORM.

NFWF UTILIZES THIS QUESTIONNAIRE ALONG WITH A RISK ASSESSMENT TO DETERMINE ELIGIBILITY AND COMPLIANCE REQUIREMENTS, WHICH MAY INCLUDE THE FOLLOWING: ADDITIONAL REPORTING, RESTRICTION OF ADVANCE FUNDING, AND/OR SUBMISSION OF SUPPORTING DOCUMENTATION.

ORGANIZATION LEGAL NAME

ORGANIZATION EIN

1. Does your organization have a Single Audit (within the last 2 years) on file with the Federal Audit Clearinghouse?

If yes, sign and upload form.

If no, complete form in its entirety.

2. Has your organization been suspended or debarred from any government contracting process? If yes, please explain.

No.

3. Has your organization managed a federal award before? If yes, provide a summary of your most recent award, including period of performance, awarding agency, federal program, and size of award.

Yes. The City of Alameda had over 15 million in federal expenditures in FY 2021. During this FY We have managed direct federal awards from HUD, Department of the Interior, and the Department of Homeland Security. We have also received federal pass-through money from both the County of Alameda and the State of California. One long-standing federal, direct award has been the Staffing for Adequate Fire and Emergency Response (SAFER) grant – received by our Fire Dept. for at least the last five years. The awarding agency is the Dept. of Homeland security – CFDA # 97.083. We had more than one million in expenditures during the period of performance 2020-21 fiscal year.

4. Does your organization maintain written accounting policies and procedures applicable to headquarters and, if applicable, field offices? If no, please explain.

Yes. Our Department of Finance documents policies and procedures regarding purchasing, accounting, and other fiscal matters.

5. Does your accounting system (or other management system) allow organizational expenses to be tracked: (a) to a specific project on which your organization is working; (b) to specific tasks within that project; and, (c) to specific cost-type categories within each task (e.g., materials, supplies, travel, etc.)? If no, please explain.



APPLICANT CONTROLS AND CAPABILITIES QUESTIONNAIRE

Yes. The City of Alameda implemented a new ERP system – Tyler Munis – during Fiscal Year 2021-2022. The project module within this software has been instrumental in tracking and accounting for specific projects. Special tasks within a project are tracked as well. The project module also reconciles to the general ledger module – seamlessly tracking cost-type categories within each task. Our legacy software also tracked the same data, however in a much more manual, time-consuming process for our staff members.

6. Does your organization have a timekeeping system or documented process that allows staff time to be tracked: (a) to a particular project on which staff spends time; and, (b) to specific tasks within each project? If no, please explain.

Yes. With the implementation of the new ERP system, a new timekeeping system – ExecuTime – was also integrated. This timekeeping system allows employees to track time to projects, as well as track tasks being performed within each of those projects.

7. Does your organization maintain employment agreements or other formal evidence of employment between it and its employees? If no, please explain.

Yes. Each full-time staff is either covered by one of the City's 12 bargaining units, therefore being covered by an agreed-upon labor contract, or, for a few of the executive management members, a direct, publicly available labor contract with the City. Each of these labor contracts are brought to City Council for approval.

8. Does your organization maintain basic property and casualty insurance? If no, please explain.

Yes.

9. Is your organization able to perform the project on a cost-reimbursable basis? If no, please explain by providing the following information: (a) current cash on hand amount, (b) advance funding required, and (c) purpose of advance funding.

Yes the City of Alameda can perform this project on a cost-reimbursable basis.

10. Does your organization maintain a written policy on conflict of interest? Would your organization's policy on conflict of interest operate to notify NFWF if your organization finds that it is unable to satisfactorily manage a conflict of interest pertinent to a NFWF-funded project? If no, please explain.

Yes the City maintains a written policy on conflict of interest and it would operate to notify NFWF of such an event.

11. Does your organization maintain a written procurement policy? If no, please explain.

Yes. It is publicly available on our website – www.alamedaca.gov

12. If your proposed project includes contracts and/or sub-recipients, has an appropriate legal/contracting officer at your organization reviewed such elements and confirmed that your organization indeed has the ability to implement the arrangements as envisioned?

Yes.

APPLICANT CONTROLS AND CAPABILITIES QUESTIONNAIRE



13. Does your organization maintain written policies for property management and do you perform inventory audits/verifications on a regular basis? [APPLICABLE TO PROJECTS WITH EQUIPMENT OR SUPPLIES BUDGETED]

Yes.

14. In the past three (3) years has your organization, or any unit or office thereof, been audited by an external donor/funder or agent thereof? (This would include, but not be limited to, audits of your organization by governmental entities.) If yes, please list all such audits.

To the best of my knowledge, no such audit has taken place in the previous three years.

I certify to the best of my knowledge and belief that the above information is true, complete, and accurate and that I am authorized to submit on behalf of the organization represented above.

SIGNATURE

DocuSigned by:
Ross McCarthy
3E4374818A2451

NAME AND TITLE

Ross McCarthy Controller