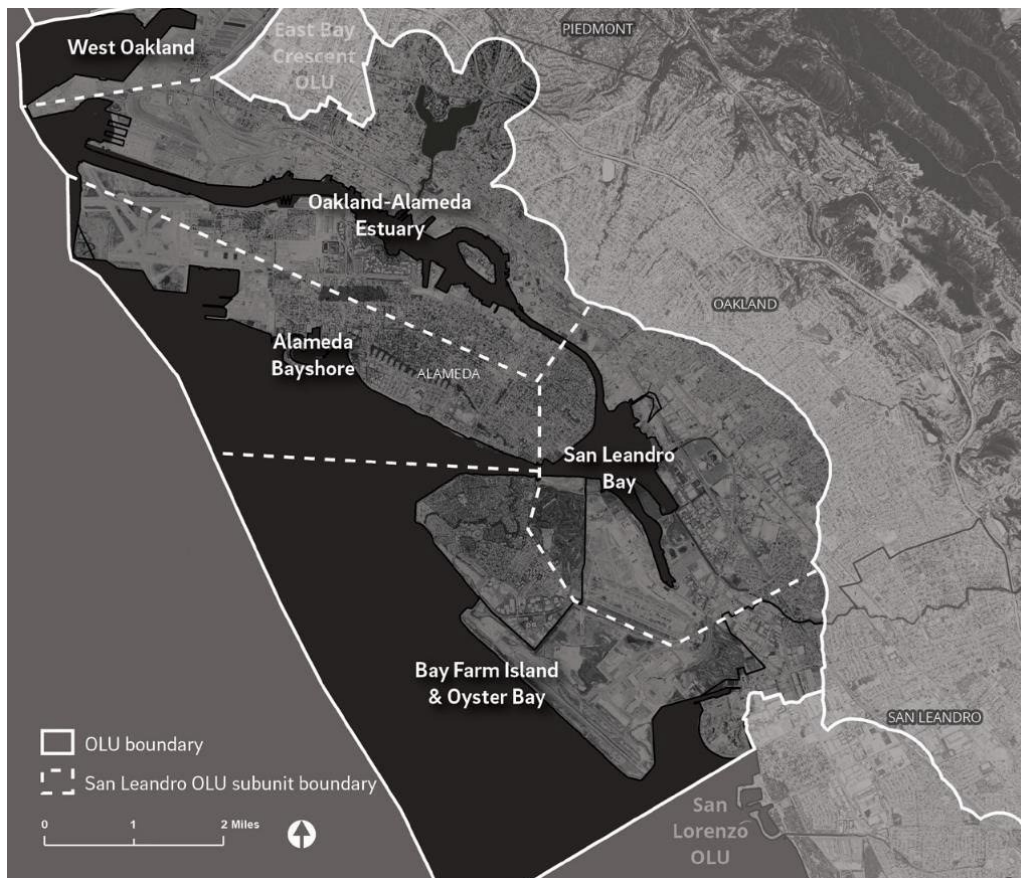




# OAAC ADAPT: Oakland-Alameda Adaptation Projects Team Charter

Our Team Charter builds upon the San Leandro Bay/Oakland-Alameda Estuary Adaptation Working Group (Working Group), and is organized around the San Leandro OLU, which stretches from the Bay Bridge touchdown in the north to Oyster Bay in the south. The Project Partners include jurisdictions, agencies, and community-based organizations (CBOs) interested in the shoreline within the OLU, regional and state collaborators, and the CMG consultant team.

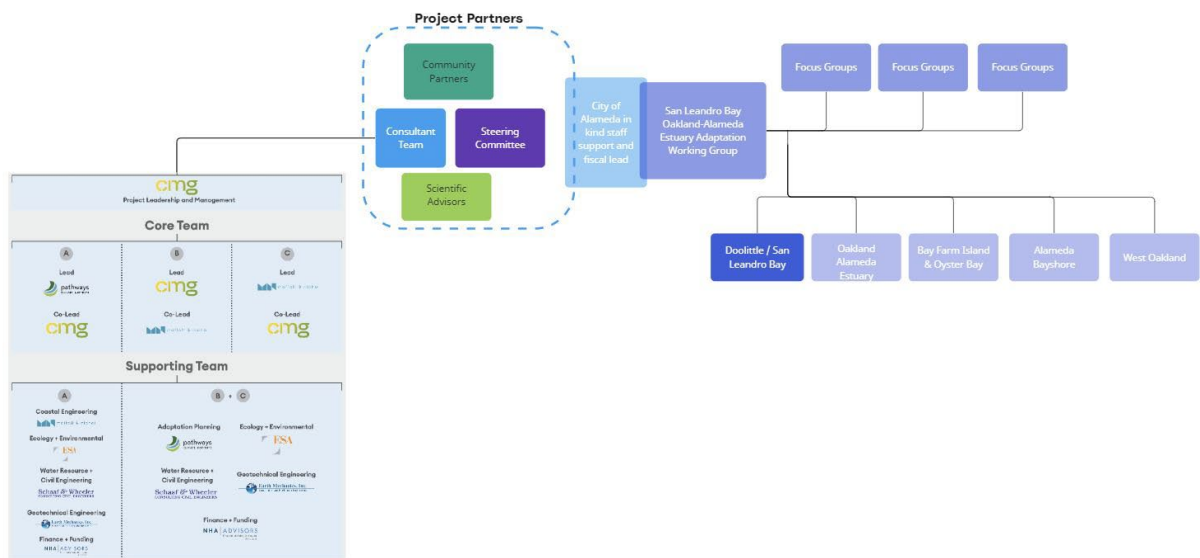
The purpose of the Oakland-Alameda Adaptation Projects (OAAP) Team Charter is to establish the values, agreements, and practices for how we will work together as a diverse coalition of public agencies, non-governmental organizations/community-based organizations, and consultants. The Charter will be reviewed and monitored as we progress through our work together and will be updated as needed.



## Who we are – Roles:

- **Working Group:** A broad group of state, regional, city, nonprofit/CBOs, and advisors with a charter to guide and advise the Oakland-Alameda Adaptation Project (OAAP Team).
  - Sub Area Groups: Will include working group members and other stakeholders and community organizations to guide and advise the work within specific sub-areas as follows:
    - West Oakland
    - Oakland-Alameda Estuary
    - San Leandro Bay
    - Alameda Bayshore
    - Bay Farm Island & Oyster Bay
  - Focus Groups: Will be organized at key points in the process to address systemic questions and issues such as transportation, public access, environmental justice, nature-based solutions, governance/funding, cultural resources, sediment management, etc.
- **Steering Committee:** A committee of the Working Group to guide the project team.
  - Caltrans
  - City of Alameda
  - City of Oakland
  - Community Action for a Sustainable Alameda (CASA) (also Community Partner)
  - Confederated Villages of Lisjan Nation/Sogorea Té Land Trust (also Community Partner)
  - East Bay Regional Park District
  - Greenbelt Alliance (also Community Partner)
  - Hood Planning Group (also Community Partner)
  - Port of Oakland
  - San Francisco Bay Regional Water Quality Control Board
  - West Oakland Environmental Indicators Project
- **Community Partners:** Community-based organizations to lead the community engagement.
  - CASA
  - Confederated Villages of Lisjan Nation/Sogorea Té Land Trust
  - Greenbelt Alliance
  - Hood Planning Group
  - Ninth Root
  - REAP Climate Center
- **Scientific Advisor:** San Francisco Estuary Institute
- **Consultant Team:**
  - CMG Landscape Architecture

- Pathways Climate Institute
- Moffatt & Nichol
- NHA Advisors
- Schaaf & Wheeler Consulting Civil Engineers
- ESA
- Earth Mechanics, Inc.
- **Project Management:**
  - City of Alameda in-kind staff support
  - Community Partners
  - Consultant Team



## Issue Statement

In spring 2023, San Francisco Bay Conservation and Development Commission (BCDC) issued a study that states sea level rise adaptation efforts in the San Francisco Bay Area are expected to cost \$110 billion. Alameda County has the highest anticipated costs at \$22 billion with several Caltrans highways, Port of Oakland, and the Oakland International Airport. Nevertheless, the region has only committed \$5 billion to date in public funds.

Previous government actions in the Oakland-Alameda sub-region have led to negative outcomes for traditionally underrepresented populations such as people of color with redlined neighborhoods that prohibited access to credit or loans. These inequities continue to this day with multigenerational impacts and reduced opportunities for people living and working in these same neighborhoods, which have higher exposures to pollutants, racial inequities, and lower incomes. Climate change is another societal issue that is being added to the mix.

## Our Purpose

The OAAP Team purpose is to realize the overarching goals and specific objectives established by the Working Group for the Oakland Alameda Adaptation Projects and as defined in the OAAP request for proposal and work scope. We are at the beginning of a multi-generational dialogue on climate change that will set the stage for those who continue and follow us. We enter this dialogue with humility and respect; building on the indigenous concept of reciprocity to envision and realize a resilient, equitable, accessible, and regenerative Oakland-Alameda sub-region. We begin with the premise that communities belong to a place.

We understand the importance of developing a long-term vision and plan for the sub-region, while advancing the Oakland-Alameda Estuary and Bay Farm Island Projects to address current and long-term risks. We will develop a framework for governance, define strategies for various levels of sea level rise, groundwater, and storm flooding, and will prioritize co-benefits of equity, public access, open space, and nature-based solutions. This effort must be achieved within a complex regulatory, social, and economic context that only can be navigated through a sophisticated community engagement strategy that informs and empowers the Working Group to drive decisions toward implementation. Furthermore, the community engagement process must ensure that community needs, concerns and perspectives of underserved stakeholders are part of decision making to truly create transformative communities with adaptation as the key motivation. In sum, the process needs to build consensus, inspire action, and establish a clear road map for funding and implementation.

**Shared Values and Goals** (values and goals that will guide our work and our relationships)

- Respect each other.
- Support one another's efforts, share data and information.
- Ensure that vulnerable communities are prioritized in all project work.
- Build capacity for community-based organizations and government organizations to plan and implement adaptation projects.
- Enhance quality of life without contributing to displacement or gentrification.
- Improve bay and riparian ecosystems and habitat by incorporating nature-based solutions in all projects, to the greatest extent possible.
- Improve equity outcomes and environmental justice outcomes for impacted disadvantaged communities with special focus on racial equity. Be attentive to potential unintended adverse impacts of the project recommendations on disadvantaged communities.
- Balance the complexity of planning for long-term uncertainty, near-term needs, and community dialogue to advance consensus around each of the above.
- Community Engagement:
  - Ensure that the engagement process is inclusive, respectful of other community efforts, and represents the diversity of the community,

including different demographics, socioeconomic backgrounds, and stakeholders.

- Provide clear and transparent information about sea level rise, its potential impacts, and the purpose of the engagement process. Prioritize community education to increase awareness and understanding of sea level rise and to help residents make informed decisions.
- Foster collaboration among different sectors, including government, businesses, non-profits, and community organizations as to inform more holistic solutions.
- Empower community members by involving them in various phases of the processes. Encourage them to contribute ideas, take ownership of projects, and become advocates for resilience.
- Address equity and social justice concerns by considering the needs of marginalized communities and protecting vulnerable populations.
- Be visionary and pragmatic.
- Embrace water as an asset.
- Utilize the most current scientific understanding and projections for the regional effects of climate change.
- Highlight safety, respect for natural systems, and risk reduction to people, places, and capital through multipurpose design and green Infrastructure planning.
- Develop a governance framework that focuses to maximize grant funding, both Federal and State; minimize local share grant match requirements that will require an exaction on local taxpayers; utilize the most socially equitable methods possible for funding; and build long-term institutional capacity to pursue additional grant funding.

**Project Goals:** More specific goals to guide the work on each adaptation project, which will be refined as the projects progress.

- Part A: Sub-Regional Goals
  - Protect Oakland-Alameda sub-region from the negative effects of expected sea level, inland flooding, and groundwater rise and liquefaction
  - Identify and develop opportunities for multi-benefit adaptations strategies.
  - Avoid negatively affecting neighboring subregions through protection and adaptation measures.
  - Utilize an adaptation pathways approach to address different SLR thresholds and time horizons. Identify near, mid, and long-term adaptation strategies.
  - Enhance transportation, recreation corridors, bay access, and the San Francisco Bay Trail.
  - Preserve and increase open space where possible.
  - Improve subtidal, intertidal, transitional, and upland habitat with nature-based solutions
  - Improve air quality

- Part B: Oakland- Alameda Estuary Goals
  - Protect both the downtown Oakland/Jack London Square shoreline and Alameda’s northern shoreline near Marina Village from expected sea level rise
  - Reduce the impacts of flooding in the inland areas of the estuary
  - Develop multi-benefit solutions that include urban design and public access improvement for the Oakland waterfront.
  - Develop strategies to maintain marina functions on Alameda waterfront.
  - Identify nature-based solutions where possible.
  - Understand the environmental impacts of the adaptation measures as part of the cost/benefit evaluation of each.
- Part C: Bay Farm Island Goals
  - Short-term project:
    - Provide FEMA flood protection and ultimately remove property from FEMA 100-year flood zone.
    - Focus on the northern shoreline area of Bay Farm Island; Build consensus on concept design, develop up to 30 percent design drawings and advance the permitting process.
  - Long-term plan:
    - Develop a long-term groundwater and sea level rise adaptation strategy and a design concept equivalent to 10 percent design for the entire Bay Farm Island.
    - Improve subtidal, intertidal, transitional, and upland habitat with nature-based solutions
    - Develop multi-benefit solutions that include urban design and public access

## **Opportunities to Realize - Challenges to Manage**

- Co-create an engagement and communications strategy
- Community Engagement – the right amount in the right places at the right time to a broad group of community members with diverse backgrounds and disciplines
- Develop a governance framework and funding plan for the entire project
- Emotional/existential questions and the need to acknowledge grief and loss
- Environmental regulations that take time and money
- Equity and environmental justice, especially racial equity
- Evolving best practices and sea level rise predictions
- Inland work as more complicated than shoreline work
- Inter-jurisdictional complexity and governance (building governance capacity throughout the process)
- Resource/funding constraints, and time/budget constraints for existing grants
- Short-term high priority wins as critical
- Trust building
- Visioning to be visionary and still practical

## **Work Process and Communications – Rhythms and Melodies**

- Working Group: Quarterly Meetings
- Steering Committee: Monthly Meetings
- Project Management: Bi-weekly Meetings
- Sub-area Groups: Monthly or as needed.
- Focus Groups: As needed.
- Internal Consultant Team Meetings: Bi-weekly

## **Our Promises as a Team**

- Offer direct and timely input, especially raising concerns openly and promptly.
- Be open and receptive to different points of view creating a culture that makes it easy to disagree - and not to “group think” - for overall better results.
- Be candid and specific in our articulation of the desired outcomes, success measures.
- Be agile and work together to address adversity throughout the process.
- Deliver what we promise by the deadlines.

## **Consultant Team promises to the Community**

- Bring best practice expertise to engage communities to build capacity and resilience.
- Be receptive and responsive to input, concerns, and requests.
- Be direct and transparent in offering our recommendations and input.
- Practice self-awareness and accountability.
- Work in partnership to achieve goals and sustain community trust.

## **Meeting Ground Rules**

- All members will fully and respectfully engage with the issue at hand.
- Listen to what others are telling you and take it at face value.
- Every perspective deserves to be heard.
- Be honest and respectful.
- No need to repeat points.
- Take space and make space (Speak up to be heard and allow others to speak).
- Focus on issues, not people.

## **Decision Making: Consensus-based Approach**

The OAAP Team shall use the following consensus-based decision-making process. In consensus-based decision-making, consensus does not always signify that a member

or group will agree to a preferred option, rather, a member will accept a proposal that they can “live with” to further the team’s agenda. A consensus will be reached by taking a poll. Members can vote either “thumbs up,” “thumbs down,” or “neutral.” The group will strive for full consensus, meaning that for a decision to be approved, all members will vote either “thumbs up” or “neutral.” If consensus is not reached, the Working Group, Steering Committee or Sub-area Group will discuss the concerns and amend the decision accordingly.

### **Collaboration – Communication Tools**

To support and encourage transparent collaboration, the entire Working Group will have access to these collaboration tools. Contact the CMG Landscape Architecture team if you have questions about accessing these tools or if you need to provide access to additional team members:

- **SharePoint Site:** Oakland-Alameda Adaptation Projects - Project Partners SharePoint Site
  - Project file-sharing
  - All participants who have been made a member of the SharePoint site will have editing permissions. Links to documents on the site are public and can be shared outside of the team.
  - Content:
    - Project Schedule
    - Link to Project Partners Miro Board
    - Meetings and Presentation Exhibits and links
    - Milestone Record Documents
- **Miro Board:** Oakland-Alameda Adaptation Projects – Project Partners Miro Board
  - Shared space for participatory workshops and meetings between Project Partners.
  - Digital interface for sharing, collaborating, and interacting with graphic materials; recording collaborative meeting activities; and providing a graphic record of previous meetings.
    - Working Group Quarterly Meetings
    - Steering Committee Monthly Meetings
    - Sub-Area and Focus Group meetings
  - Additional boards may be added – links will be shared out
  - All participants with a link to a Miro board will have commenting or editing rights
  - CMG will create new boards for Project Partner teams upon request
- **Communication:** Outside of meetings, workshops, and collaborative tools above, project communication will be via email



## **Charter Tracking:**

Does our work reflect our stated purpose? Are we achieving the goals that we have established? Our team will assess the answers to these questions following key milestones throughout the life of the project. We may elect to revise this charter to ensure we continue to meet the goals of the projects, realizing that they may change over time.