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April 8, 2014

Ms. Meg Sedlak  
Program Manager  
Regional Monitoring Program  
San Francisco Estuary Institute  
4911 Central Avenue  
Richmond, CA 94804

Dear Ms. Sedlak,

On behalf of the California State University Sacramento (Sacramento State), Center for Collaborative Policy (CCP), I am pleased to provide this DRAFT scope of work and associated cost estimate to the San Francisco Estuary Institute (SFEI) to help update the governance structure and associated tools for the San Francisco Bay, Regional Monitoring Program (RMP). CCP is a not-for-profit, fee-for-service unit of Sacramento State. We were founded in 1992 with a specific mission to build the capacity of public agencies, stakeholder groups, and the public to use collaborative strategies to improve policy outcomes.

As stated in your February 28 email, and reiterated in our discussion on March 20 (including you, Jim Kelly, and me), you hope to define / refine the following RMP information in this process (particularly for the RMP Steering Committee Technical Review Committee [TRC], and various Workgroups):

- Purpose, mission and vision of the RMP
- Membership
- Decision making methods
- Responsibilities of participants
- Document review methods

We understand that the RMP includes a vast number of Bay Area municipal, industrial, and stormwater dischargers; and dredgers. We further understand that the Steering Committee is currently served by one or more representatives from small, medium, and large publically owned treatment works; dredgers; refiners; industry; cooling water facilities; stormwater agencies; the US Army Corps of Engineers, and the San Francisco Regional Water Quality Control Board. Likewise, the TRC is served by a similar list but also includes US EPA, the San Francisco Public Utilities Commission, the City of San Jose, and the City/ County of San Francisco.

We understand that while these groups are served “on paper” by these representatives, the actual participation of some representatives is limited or sporadic and there are concerns about the effective representation and input that various participants provide. We know from discussions with you and some other participants of the RMP that the program has worked exceptionally well over the years and that the

relationships developed have forged an ability to make effective decisions in a collaborative, productive manner. Therefore we understand that while you anticipate future challenging topics to come up that will be better served by more clarity and certainty in your governance documents, you do not seek to create fundamental changes in the relationships and “tone” of how the process functions.

In this context, CCP will provide assessment and advisory services to support the update of RMP governance documents. As an optional task (described below), CCP may provide limited facilitation support to the RMP, particularly to help RMP participants discuss and approve the proposed governance updates.

All principal services will be provided by a CCP Managing Senior Mediator and/or Senior Mediator with additional support services provided by a CCP administrative specialist. The following describes anticipated services to be provided under this agreement. The following services and cost estimate (Exhibit A) are subject to revision prior to contract execution and based on anticipated discussions about final services between CCP and SFEI.

## **SCOPE OF WORK**

To support the proposed work, the following tasks are categorized in two phases. The first phase covers the preliminary work for this effort, leading up to delivery of a draft governance document. The second phase covers optional support SFEI might need after Phase 1 is completed.

### **Phase 1**

Task 1 - Background Research and Preparation. CCP staff will review background materials and conduct preparation discussions with RMP staff from SFEI for the purpose of initial project information. This work may include review of web-based information, review of hard copy materials and telephone and in-person meetings.

*Deliverables: Project Correspondence  
Meeting Summaries (if warranted)*

Task 2 – RMP Participant Interviews. CCP staff will conduct confidential interviews with various RMP representatives (anticipated to be between 10 – 15 participants but cost estimated for up to 20 if warranted).

Interview participants will be selected using background information from Task 1 and will represent an appropriate cross-section of RMP participants. Final development of the participant list will benefit from review by other entities, however, based on CCP’s responsibility to maintain impartiality and independence throughout the assessment process, CCP may or may not revise potential participant lists based on comments from reviewers.

Each interview will last approximately 1 hour. An additional ¾ to 1 hour will be required to compile notes for each interview. If feasible and schedules permit, some interviews may be held in-person in the Bay Area region. Otherwise, interviews will be conducted by telephone. The purpose of the interview process is to confidentially collect information in a standardized manner as a means to assess historic and current conditions and to inform recommendations for next steps. Topics to be covered may include but may not be limited to the following:

- Needed and desired outcomes of RMP participants and managers,
- Anticipated opportunities and challenges for the RMP,

- Past and current relationships between participants and managers (personal and organizational),
- Organizational structure, decision-making, and dispute resolution,
- Current and future data needs, availability, and uses,
- Consideration and confirmation of what is historically effective and ineffective for the RMP,
- Public outreach and involvement needs and requirements (if any),
- The role of Federal, State, and local policies, laws, and regulations on RMP activities.

The confidential nature of the interviews is to ensure that all participants can speak candidly and so that the facilitator can prepare recommendations with as complete information as possible. When deemed beneficial, some stakeholders may opt to conduct their interview in a small group setting with other stakeholders of a similar interest. This will be coordinated on a case-by-case basis. In support of the interview process, the facilitator will prepare a standard interview questionnaire. The notes of each interview are the confidential property of CCP. This task includes time to prepare the draft and final interview process announcement from SFEI, interview questionnaire, prepare interview schedules, conduct the interviews, and prepare summary notes from each interview.

*Deliverables: Draft and Final interview participant list  
Draft and Final interview questionnaire  
Draft and Final interview invitation  
Project Correspondence*

Task 3 – Assessment Report. Based on information collected during Task 2, CCP staff will prepare a Draft and Final Assessment Report. This report will include the following general information categories.

- Process description - Summary of stakeholders interviewed, interview questions, dates of the effort, and similar items
- Findings – Summary of the raw data collected in the interviews. No comments are attributed to any interview participant.
- Analysis - Summary of conditions and the themes and trends influencing current and future conditions.
- Recommendations - CCP will provide preliminary “process design” recommending immediate and longer-term steps for the RMP.

*Deliverables: Draft and final assessment report*

Task 4 – RMP Participant Meeting and Charter Development. CCP staff will work with SFEI to plan and conduct a meeting of RMP participants. The specific participants of this meeting are not defined yet however CCP expects that it will include RMP management, current member groups of the Steering Committee and perhaps the TRC. The purpose of the meeting is to discuss updates to the RMP governance approach using recommendations in the Assessment Report as a basis for the meeting agenda. With input from this meeting, CCP will prepare a draft “Charter.” The draft Charter document will present recommendations for RMP governance, organizational structure, communication protocols, membership, decision-making, and similar topics. Facilitator time for the meeting will include meeting time and travel (as described below in “Assumptions”), meeting preparation, meeting debrief, and meeting summary review and revision.

*Deliverables: Draft and final meeting agenda  
 Draft and final meeting summary (see assumptions below)  
 Meeting materials (to be determined)  
 Draft Charter  
 Project Correspondence*

## **Optional Phase 2**

Task 5 – Additional RMP Participant and Management Meetings. Based on the outcome of Task 4, the to-be-determined set of RMP participants may finalize the Draft Charter and associated governance updates at the first meeting. Alternatively, there may be a need for further facilitated discussions and refinement of the Charter prior to finalizing it. If this occurs and if deemed warranted by SFEI, CCP staff will plan and conduct up to three (3) more facilitated meetings. The purpose of these meetings is to achieve final approval on the RMP Charter and associated governance approach.

*Deliverables: Draft and final meeting agendas  
 Draft and final meeting summaries (see assumptions below)  
 Meeting materials (to be determined)  
 Final RMP Charter*

## **Scope Assumptions and Cost Estimate**

Attachment A presents proposed costs for the project. The following describe scope assumptions considered in the development of labor hours and direct expenses.

- CCP will provide administrative support to schedule the time of the facilitator. Other parties will coordinate the schedules of all other meeting participants and meeting facilities management.
- Other parties are responsible for photocopying and printing meeting materials.
- CCP is responsible for email communication to participants about project status and meeting outcomes.
- Hours identified may be shifted between tasks according to project needs and identified focus. Consultation with RMP management will occur regularly regarding project priorities.
- All publications determined to be necessary for the project by CCP will be produced by CCP.
- CCP will distribute all deliverables electronically unless otherwise requested by SFEI or a RMP participant.
- Conference call services in support of this project will be arranged from within CCP's telecommunications system, unless otherwise discussed and accommodated.
- All stakeholder meetings are expected to take place in the Bay Area region.
- All stakeholder meetings are expected to last up to three (3 hours) per meeting (not including travel time).
- CCP staff will travel via car to the Bay Area from Sacramento on meeting days or on the day before a meeting when required for additional work. Travel costs include rental car (or fuel for personal car) meal per diems and lodging (on circumstances if overnight travel is required).
- Travel time for each meeting is expected to be approximately 4 hours roundtrip auto travel between Sacramento and the meeting location.

### **Period of Performance**

Activities for the project will start upon signature of the agreement by both parties. The completion date is subject to revision based on external conditions and discussions between CCP project manager and SFEI project manager. Any extension of the completion date will be in writing and signed by both parties.

### **Deliverables**

CCP will be responsible for meeting the following standards and providing the following items:

- All work produced will be provided in electronic format.
- All written text will be produced in a format compatible with MS Office and or Adobe Acrobat.
- All deliverables will be free of grammatical and spelling errors and as accurate as possible.

All deliverables are described under each task above.

**ATTACHMENT A**  
**Proposed Cost Estimate**

<b>PHASE 1</b>	
Task	Total Task Budget
Task 1: Background Research	\$2,552.00
Task 2: Participant Interviews	\$8,402.00
Task 3: Assessment Report	\$4,312.00
Task 4: Participant Meeting and Draft Charter	\$8,624.00
<b>Total Phase 1</b>	<b>\$23,890.00</b>
<b>OPTIONAL PHASE 2</b>	
Task 5: Additional Participant Meetings	\$12,324.00
<b>Total Optional Phase 2</b>	<b>\$12,324.00</b>
Other Direct Costs	\$528.00
Indirect Fee (15%)	\$79.20
<b>TOTAL ESTIMATE</b>	<b>\$36,821.20</b>