



State of California

National
Disaster
Resilience
Competition

Phase II
October 27, 2015

Exhibit C:
Factor 1 - Capacity

[ExhibitCCapacity.pdf](#)

EXHIBIT C: CAPACITY

PAST EXPERIENCE

This application builds on the State’s extensive capacity to work across sectors; engage at the federal, State, and local level; develop and use technical and data resources; and leverage funding opportunities to achieve multiple outcomes. Together, this capacity enables the State to accomplish systemic changes through innovative and collaborative thinking; fostering and integrating sound project design and selection; development of large scale, high-impact programs; active monitoring of investments; and use of adaptive management tools. The State of California is working with a range of partners to administer the program, provide necessary and appropriate technical expertise, and to engage the local community and broader region.

General Administrative Capacity

California’s NDRC application is driven by the State’s recovery and resilience needs, and is a natural extension of the State’s integrated climate change program that drives cross sector and jurisdiction collaboration. State climate policy comprises not only the landmark California Global Warming Solutions Act, AB 32, but also a climate adaptation strategy that includes *Safeguarding California* and a suite of new laws to codify the State’s comprehensive climate adaptation and resilience efforts. These new laws include the formation of the Integrated Climate Adaptation and Resilience Program within the Governor’s Office of Planning and Research (OPR). The Community and Watershed Resilience Program (CWRP) is designed as a partnership between the State of California, Tuolumne County, as well as Federal, regional and local partners actively engaged in forest



and watershed health and recovery from the 2013 Rim Fire. The Core Team members are listed below.

The Department of Housing and Community Development (HCD) is the applicant on behalf of the State of California. HCD and OPR will serve as project managers for the Community and Watershed Resilience Program, which will be coordinated through the newly created *Integrated Climate Adaptation and Resilience Program* within OPR.

- **HCD** is the applicant of record on behalf of the State of California. HCD will ensure that the grant efforts comply with all HUD requirements, and serve as fiscal agent to oversee financial, procurement, quality assurance, and internal controls. HCD has extensive experience in managing the State's federal consolidated plan funds and has allocated over \$4 billion in state and federal capital resources to municipalities, community-based organizations, and private sector business and developers over the last 15 years. HCD's CDBG Program, Policy Development Division and its recently formed Internal Audit Division, will oversee and be responsible for grant compliance and ensure the appropriate internal controls and training are in place for grant and sub-recipient activities. HCD currently leads the development and implementation of cross-agency loan and grant programs that invest in transportation, community and business development, and affordable housing projects. In addition to quickly developing and implementing collaborative and strategic investment programs across funding sources, HCD has a long history of receiving and administering recovery funding from HUD. HUD awarded the State of CA over \$145 million in the first round of Neighborhood Stabilization Program (NSP) funds. The total expenditures (local match, grant and Program Income funds) exceeded \$188 million, well within the strict performance



deadlines set in the NSP legislation. Over 1200 units were impacted with NSP funds, providing housing opportunities to households that were at or below 120% Area Median Income. HCD administered \$39,531,784 in 2008 DRI funding (received by the Department in 2010), and \$15,000,000 in additional DREF funding (also received in 2010). Of that, \$41,958,807 has been expended and/or obligated, and the Department is actively working with HUD to receive TA to successfully disburse and complete the DRI and DREF activities and contract.

- **Sierra Nevada Conservancy (SNC)** will administer and coordinate the forest and watershed restoration and biomass facility activities under the CWRP. CWRP is a natural extension of SNC's Sierra Nevada Watershed Improvement Program (WIP). SNC is the lead state agency responsible for implementing the WIP - a coordinated, integrated, collaborative program to restore the health of California's primary watershed - and is an active partner in restoration and forest management projects throughout the Sierra Nevada Region. SNC funds projects to reduce the risk of large damaging wildfires that threaten communities and water supplies, while also providing revenue to local communities and creating job opportunities. SNC manages the \$50 million Proposition 84 fund for forest and watershed health and is currently working to distribute \$25 million in Proposition 1 funding in the Region. SNC has worked with a range of community, government, and industry stakeholders to identify economic uses for the biomass removed in forest restoration activities. Further experience includes developing, awarding, and managing biomass utilization planning and implementation grants including feasibility and engineering studies to establish biomass facilities. Furthermore, SNC is identified in the California 2012 Bioenergy Action Plan as the state



agency responsible for pursuing funding for forest bioenergy research and implementation and assisting communities with the development of community scale projects. SNC will work in partnership with other State and Federal agencies to complete work under the CWRP.

- **Tuolumne County** will manage the planning and construction of the Community Resilience Centers, which will provide emergency services as well as ongoing educational, economic development, and public services to the community. The County has recent and current experience managing large-scale construction projects, logistics for community engagement efforts, and managing and tracking State and local funds within Tuolumne County. The County also has demonstrated experience leading the design and construction of public facilities, developing long-term plans for operation and maintenance, and the ability to provide economic development and business support to the Community Resilience Centers. Tuolumne County is currently managing the construction of a 3,000 square foot transit facility with a budget of \$3.2 million. The County procured services for an architect, developed a facility and road program plan with the Transit Authority and architect, and conducted plan and construction specification review and approval. Tuolumne County is also managing the construction of a 71,000 square foot, 224-bed jail facility. County staff has layered state, AB 900 and SB 1022 funds, and county general funds for the \$42 million county jail facility. The County's role has included the development of a facility program document, schematic design, and construction monitoring.
- **OPR** has the primary leadership role for project management and implementation, including coordinating and aligning the CWRP within the Integrated Climate Adaptation



and Resilience Program, which will coordinate with the State's Climate Action Team. OPR currently facilitates several statewide and regional efforts bringing multi-sector resources and funding together, including support for the Drought Mitigation Task Force, California Environmental Quality Act (CEQA) guidance, and local General Plan Guidance.

Technical Capacity

The State is working with partners across the Sierra Nevada region to leverage existing efforts and relevant investments to replicate this approach to resilience in other watersheds and communities. Each partner brings capacity to work across disciplines and organizations and provides expertise in the following areas:

- **OPR** brings a history of experience in regional and long-range planning, research, public engagement, and risk mitigation and serves as the State of California's Comprehensive State Planning Agency. OPR facilitates statewide and regional efforts that leverage multi-sector resources and funding. OPR is a national leader in climate adaptation and resilience. OPR has access to specialized technical expertise in Cal EPA, the departments of Forestry and Fire Protection, Fish and Wildlife, Water Resources and others.
- **HCD** will facilitate Program implementation, provide contracting and financing support, and bring site, city and regional planning expertise to the Program.
- **GCR, Inc.** has provided project management and technical assistance to the State of California for Phase II of the NDRC process. GCR brings extensive expertise in community and resilience planning and community engagement. GCR has managed



State and local CDBG-DR programs including housing, economic development, community planning and infrastructure programs.

- **Local Government Commission (LGC)/Civic Spark** Civic Spark is an AmeriCorps Governor’s Initiative that provides Civic Spark members to governments and organizations to promote climate change work. LGC has committed one Civic Spark member to support the start of the Community and Watershed Resilience Program and, pending procurement, additional members will assist with program implementation and scaling.

Activity Pillar 1: Forest and Watershed Health

- **Sierra Nevada Conservancy** will serve as the project manager for the Forest and Watershed Health activity under Phase II of the NDRC. SNC is experienced in managing complex projects with multiple funding sources and developing innovative green infrastructure designs. SNC currently administers the State of California's Watershed Improvement Program and is an active partner in restoration and forest management projects in the Sierra Nevada region.
- **CAL FIRE** is providing technical and leadership capacity for fire protection and prevention, green infrastructure and reforestation design, and forest management. CAL FIRE also has extensive experience managing multiple funding sources and employs scientists with cross-sector climate change expertise.
- **The United States Department of Agriculture Forest Service (USFS)** regularly engages with citizens, business, and State and county agencies on forest management issues, including remediation, restoration and redesign. The USFS holds multiple stakeholder workshops and public meetings, hosts dozens of field visits, and works



consistently with the local collaborative group, Yosemite Stanislaus Solutions. USFS efforts are focused on meeting the interests of local government, local and regional industry and utilities, environmental groups, permittees, and landowners.

- **California Conservation Corps** will serve as an implementing partner for reforestation and watershed restoration. CCC hires workers between the ages of 18 and 25 to implement conservation projects. CCC will support CAL FIRE, the USFS, and the SNC to reduce biomass, and perform treatments in the Target Areas within the Rim Fire burn scar.

Activity Pillar 2: Biomass and Wood Products Facility

- **Sierra Nevada Conservancy** will serve as the project manager for the Biomass and Wood Products Facility activity under Phase II of the NDRC.
- **California Environmental Protection Agency (CalEPA)** will partner with SNC on the leadership, planning and development of the Biomass and Wood Products Facility. It will coordinate with USDA, USFS, CAL FIRE, and Native American tribes and private landowners through site selection. Boards and departments within CalEPA will contribute expertise in risk and vulnerability assessments, climate change monitoring and forecasting, implementation pathways for climate change mitigation, and resource protection. The Agency will also provide guidance on leverage and mixed financing at the state and federal level, and provide technical assistance for all activities.
- **USFS** will provide technical assistance for site selection, and assess the feasibility and supply of adequate feedstocks of biomass for production at the facility. USFS will also explore opportunities for siting a biomass and wood products facility on federal land and leverage existing programs and capital for site development.



Activity Pillar 3: Community Resilience Centers

- **Tuolumne County** will serve as the program manager for the development of both Community Resilience Centers within Tuolumne County. The County has demonstrated project management experience, expertise in site and county planning, pre-development site preparation and permitting, and project management from procurement to completion. The County will also serve as the owner/operator of both CRCs. The County will work with a number of community partners to support the design of the CRCs and the programs housed in them.
- **Columbia College** will serve as an implementation partner for the Community Resilience Centers, utilizing the community kitchens for continuing education for Hospitality Management, and providing job training and community education in Fire Technology and Forestry and Natural Resources.
- **Tuolumne County Office of Schools** will work with the County to support educational opportunities through the Community Resilience Centers.
- **The California Conservation Corps** will co-locate in the Groveland Community Resilience Center to continue its support of the Rim Fire recovery efforts, including reforestation, biomass removal and watershed restoration.

Subject Matter Experts and Collaborators

The NDRC development team has worked with a range of partners to scope and develop various elements of the CWRP. Due to State procurement rules, formal partnership agreements are not possible, but each has agreed to work with the State to help develop the proposed program.



- **Blue Forest Conservation** serves to access and leverage operating and investment capital; create a quality investment vehicle to allow private capital to fund proactive forest restoration; and develop a forest health management model to generate returns through pay-for-success contracts that monetize ecosystem services such as watershed protection, increased water yield and reduction in fire suppression costs.
- **TSS Consultants** is the primary consultant firm in California providing project development, engineering, and design services, environmental and cultural review, and financial consulting for biomass and biofuel facilities.
- **Red Rock Biofuels** is developing facilities to convert woody biomass to renewable diesel and jet fuels. Red Rock staff will aid in assessing site feasibility and biomass feedstock availability, and also has expertise in commercial-scale project development, project financing, design, engineering, and implementation. Red Rock has secured biofuel development funding from federal agencies, including the Departments of Defense and Energy.

Community Engagement and Inclusiveness

Stakeholder engagement is critical to decision-making at the local, regional and State level. The State has actively engaged stakeholder and community organizations needed to successfully implement the proposed NDRC framework. These partners comprise a cross-disciplinary cadre of professionals in the fields of forestry and fire protection, watershed health, climate resilience, energy generation, local government, regional planning, and service provision for seniors and children. All members of the Core Team have staffed, led, attended, and/or managed formal and informal public engagement meetings and workshops. The organizations engaged in the consultation process to determine the resiliency



framework and California's application are listed in [Attachment D](#), Consultation Summary Table section 1.2.

Regional Collaboration Wildfires are ubiquitous in California, not just in Tuolumne County. The Sierra Nevada and other mountain regions in the west have a long history of wildfire, though in recent years the fires have become more severe. We are working to engage the broader Sierra Nevada region with an eye to replicating the Program in more communities. This extension will be facilitated through collaboration with the Sierra Nevada Conservancy's [Watershed Improvement Program](#). We have also worked with the [Alliance of Regional Collaboratives for Climate Adaptation](#) (ARCCA) to broaden our outreach. ARCCA members include the Sierra Nevada region's new collaborative for climate adaptation and mitigation, Sierra Climate and Mitigation Partnership (Sierra CAMP). We also engaged with the [Pacific Coast Collaborative](#) (PCC) to extend our reach to other western states and to western Canada. The PCC is a partnership between California, Oregon, Washington, and British Columbia, with a focus on climate change mitigation and resilience.

Cross-Disciplinary Collaboration The State of California has several forums for cross-disciplinary collaboration. These include the Climate Action Team (CAT), which is comprised of agencies secretaries and department heads across almost all State programs. Subgroups of the CAT focus on specific programs to address climate change. A newly adopted law creates the Integrated Climate Adaptation and Resilience Program, which will work with the CAT to align state, regional, and local adaptation efforts.

Outreach to Vulnerable Populations and Advocates Organizations who serve or advocate for vulnerable populations, including low-income families and seniors, have been engaged



in both phases of NDRC development. The County successfully engaged multiple agencies in the design of the Resilience Centers including Amador Tuolumne Community Action Agency (ATCAA). Many of these organizations will use the completed Centers to expand their services. Second, to ensure the Core Team receives comments from organizations and their clients, we phoned over 15 statewide, regional and local organizations to ask them to help us reach vulnerable populations through social media and email. The response was overwhelmingly positive--from the California Rural Legal Assistance Foundation sharing it with their many attorneys who serve low-income families to the Tuolumne County Continuum of Care sending it out to their entire mailing list.

Project Coordination with Implementing Stakeholders Throughout Phase I and Phase II there have been a total of 266 individuals and organizations engaged in the planning process for the Community and Watershed Resilience Program. [Attachment D](#) provides a complete list of organizations engaged in the process. OPR and HCD led stakeholder engagement, while Tuolumne County and the USFS led engagement within the impacted area including receiving project and activity ideas directly from Tuolumne County residents. All implementing stakeholders have been engaged throughout the NDRC process, including OPR, HCD, CalEPA, CAL FIRE, SNC, Tuolumne County and SBC.

Community Engagement in Rim Fire Recovery and NDRC Application Development California and our partners have great capacity to work with stakeholders to identify specific recovery and resilience needs to incorporate in this application. Tuolumne County leaders regularly engage with their constituents and were a reliable resource, along with State and federal personnel, to community members, businesses, and community organizations during and since the fire, including holding a focused study session on the



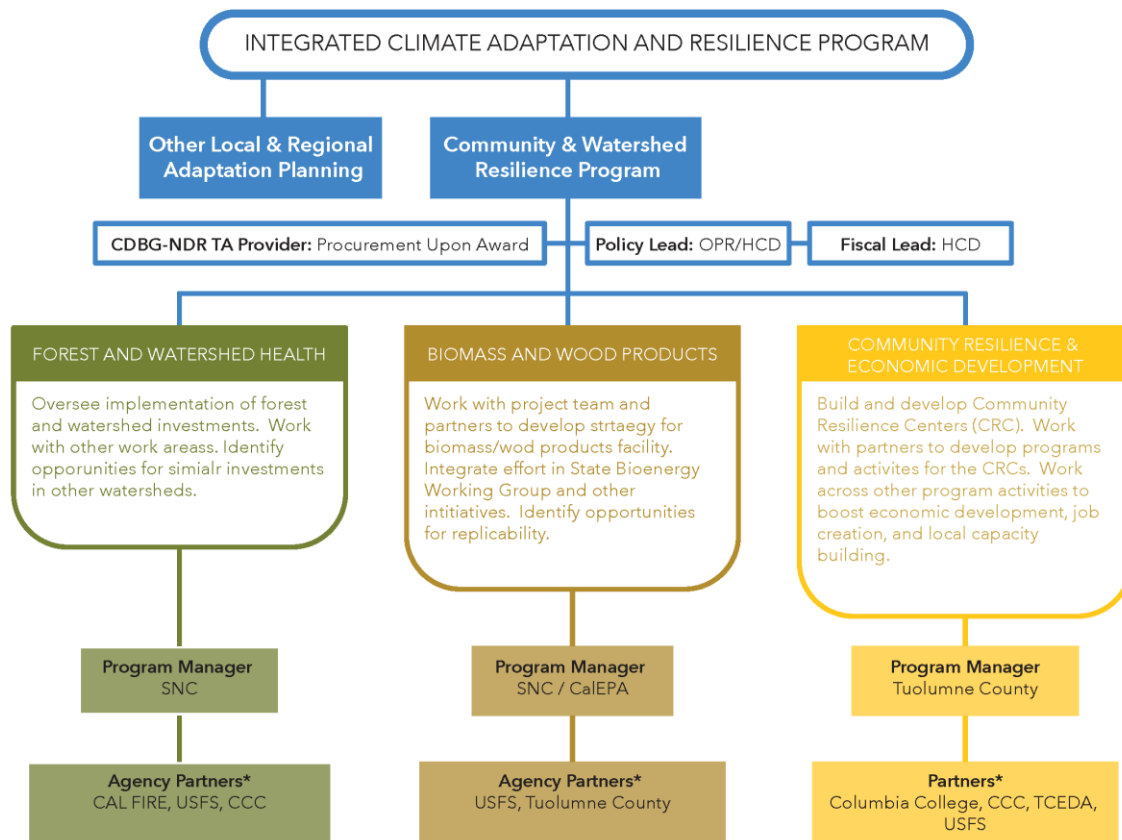
impact of the fire on access to insurance in the County. The Program leadership team has and will continue to engage regional groups in the development of this program (See [Attachment D](#) for a full list of groups engaged.) As part of the engagement process, the Core Team [solicited project ideas from stakeholders](#). This list far exceeded the scope of this application, but is being curated and tracked by the County as an inventory of future action items.

The extensive post-Rim Fire community engagement efforts led naturally into similar efforts for the NDRC. The state's [NDRC website](#) was developed early in the process and has been accessible to the public. Two NDRC-focused meetings were held in Tuolumne County in January and March (see Appendix I Consultation Summary) and a public webinar was held in March. Discussion of the State's NDRC application was included on the agenda of dozens of local, state, and regional meetings and workshops over the past several months, including those held by the Tuolumne County Board of Supervisors, State Climate Action Team subgroups, ARCCA, USFS, and others.

MANAGEMENT STRUCTURE

In addition to the identified implementation partners, the Team has enlisted a strong roster of partners and collaborators, who in the event that a vacancy or gap occurs are ready to fill the vacant position. Each of the partners has deep staff expertise. In the event that an individual identified is unable to participate in the project, alternative staff will be engaged. If an institutional partner is unable to continue to participate, the team is prepared to identify an alternative agency, non-profit, or business to work with. Further, the Team has extensive experience procuring necessary expertise in myriad diverse projects, and is prepared to solicit appropriate support as needed.





*Additional partners will be included, subject to California procurement rules. See text for discussion of subject matter experts consulted to date.

Key Project Personnel

The following personnel will be key contacts for each partner. Their responsibilities will be to carry out the work described above.

HCD: Susan Naramore, CDBG Specialist

OPR: Louise Bedsworth, Deputy Director

CalEPA: Ashley Conrad-Saydah, Deputy Secretary for Climate Policy

CAL FIRE: Helge Eng, Assistant Deputy Director, Resource Protection

Tuolumne County: Maureen Frank, Deputy County Administrator

Sierra Nevada Conservancy: Angela Avery, Chief, Policy and Outreach Division



U.S. Forest Service, Stanislaus National Forest: Clare Long, Rim Fire Recovery Team

References

The following references are available for the two pillar leads of the CWRP:

Pillar Lead	References
Tuolumne County	<p>Beverley Prior- Principal Justice Facilities Studio, AECOM 1999 Avenue of the Stars, Suite 2600, Los Angeles, CA 90067 Beverly.Prior@aecom.com; 213-593-8000</p> <p>Terry Cox, Executive Director, Cox Consulting P.O. Box 966, Sonora, CA 95370 Cox_Consulting@svcgloba.net; 209-533-8810</p>
SNC	<p>Todd Ferrara, Deputy Secretary, External Affairs, California Natural Resources Agency 1416 Ninth Street, Suite 1311, Sacramento, CA 95814 Todd.Ferrara@resources.ca.gov, 916-653-5792</p> <p>Jerry K. Bird, Regional Forester's Representative US Forest Service , Pacific Southwest Regional Office 650 Capitol Mall, Suite 8-200, Sacramento, CA 95814 jkbird@fs.fed.us, 916-498-5324</p>
HCD	<p>Dionne Roberts, TDA, Inc. (Training and Development, Inc.) 31 Atkinson Street, Suite B, Laurinburg, North Carolina 28352-3715 DRoberts@tdainc.org, 910-277-1275</p>



