

June 14, 2008

Chehalis River Basin Flood Control Authority  
c/o Clerk of the Board  
Lewis County Board of County Commissioners  
351 NW North Street Room 209  
Chehalis, WA 98532

RE: Submittal of Qualifications for Flood Control Authority Coordinator

Gentle Persons:

Please accept ESA Adolfson's Statement of Qualifications to serve as the Chehalis River Basin Flood Control Authority Coordinator. We are providing a team of four people. I am a licensed civil engineer and an officer in the Association of State Floodplain Managers. I will serve as Principal in Charge and will provide technical advice along with direction and oversight for our work.

Three others join me:

- Mike Sharar of ESA Adolfson's Olympia office who has more than 25 years direct experience in establishing, managing and consulting on behalf of multi-jurisdiction special purpose organizations. Mike was instrumental in the successful creation of the LOTT Alliance. As Project Manager, Mike will be your day-to-day contact and will serve as a facilitator.
- Linda Hoffman of Linda Hoffman Consulting is a strategy advisor for our team. Linda has 30 years of Washington State government experience as a planner, project manager, and county administrator. She recently retired as Director of the Washington State Department of Ecology. Linda has significant experience with state and federal funding programs, and her work as a consultant focuses on intergovernmental matters.
- Jackie Dingfelder of ESA Adolfson will advise the team and the Flood Control Authority of public information and involvement opportunities. She is a senior planner with considerable experience in public outreach and intergovernmental relationships. She will also serve as back-up facilitator.

We appreciate the opportunity to serve as staff to the Flood Control Authority while it establishes its routines and methods of conducting business. Collectively, our team has extensive administrative experience with organizations that involve tribes and diverse governments and have many stakeholders. In particular we recognize that these early steps set an important pattern that carries forward through the formation of a flood control authority. Our experience prepares us for these critical early efforts.

While forming is very important, so too is performing. We appreciate the need to initiate cost-effective efforts that make real improvements while not precluding or offsetting larger, future efforts. The ESA Adolphson team's role is to help the Authority collectively decide on the right actions for the Chehalis River Basin, fully aware of the actions' potential relationships to possible future efforts. We offer no prescriptions. Rather, we bring our team's experience and ability to recognize opportunities and our ability to help establish successful practices.

In the attached submittal we say that our mission is to work ourselves out of a job. We recognize the Authority, later the District, will need its own staff dedicated to the collective needs of all the members. The early business patterns and initial projects must all be accomplished with full ownership by the Authority members. At the end of our engagement, these must be yours entirely so that you can effectively hire the right staff to carry your program forward.

In the beginning it may prove worthwhile to not specifically scope the services to be provided, but establish hour or dollar limitations along with a requirement to develop a more precise scope for a subsequent phase or phases of work. It may also occur that as the scope of our services becomes increasingly clear and precise, the need for a Flood Control Authority "coordinator" or "facilitator" will have past and you will want to consider hiring staff.

Thank you for your consideration. Please contact me at (206) 789-9658 if you have any further questions. We look forward to talking with you!

Sincerely,  
ESA Adolphson



Dave Carlton, P.E., CFM

Att: Statement of Qualifications for Chehalis River Flood Control Authority  
Coordinator

## **Introduction**

The Chehalis Flood Control Authority seeks a unique combination of capabilities that ESA Adolfson is especially qualified to fulfill. It is unusual to find a situation like yours. You are looking to create a new, public, regional multi-jurisdiction organization with the purpose of developing planning solutions for natural events with demonstrated destructive impacts. ESA Adolfson offers a small, four-member team of experienced professionals familiar with Washington State and tribal governance as well as state and federal funding, a record of successful multi-jurisdiction efforts, expertise in flood management planning and project completion. Our team is located as close as Olympia, and is without ties to any Authority member.

We see our mission as providing advice and practical assistance that allows the Flood Control Authority to become accustomed to decision-making and prompt, effective action as it matures into a Flood Control District. Early action efforts are much desired, but they must be cost effective, improve and not degrade existing conditions, and not preclude future, possibly more far-reaching action opportunities.

In our view, it is essential to establish a climate of productive routines and practices that help the Authority get comfortable with decision-making. There is no precise formula or prescription that mirrors the current circumstance. The keys are to be sensitive and respectful of all, alert to every opportunity for success, and to have continuously involved and available technical competence. These come from experience. The pages that follow demonstrate that ESA Adolfson's team will provide you with that experience.

Our aim is to work ourselves out of a job. Success is clearly defined as the Authority/District becoming sufficiently established quickly so that it does not require continued management consultant assistance. It functions on its own with its own people in a manner responsive to its members and responsible to the public it serves. We have done this before and we would greatly enjoy doing it with the Flood Control Authority.

## **Personnel**

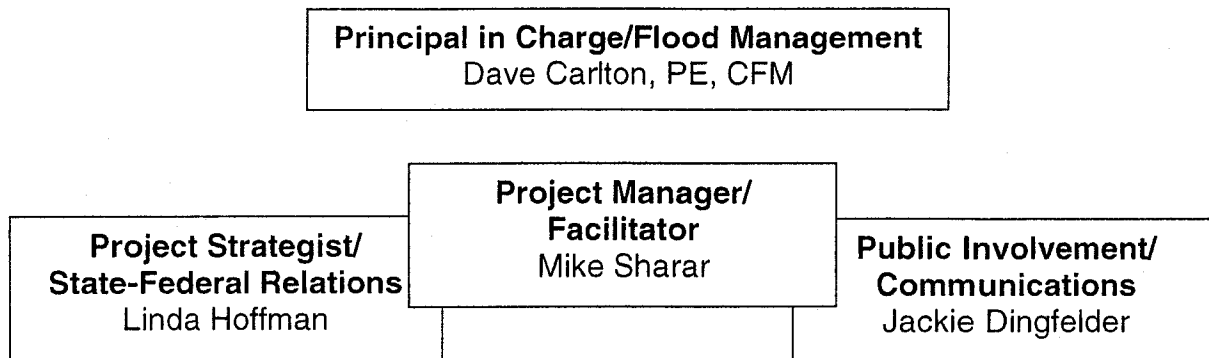
ESA Adolfson offers a small, highly-qualified team to provide facilitation services for the Chehalis Flood Control Authority. Consistent with the mission described in the Introduction, our purpose is to work ourselves out of a job by establishing routines and business norms that enable creation of a Flood Control district with a small staff of regular employees.

Three members of our team, Dave Carlton, Mike Sharar, and Jackie Dingfelder, are ESA Adolfson employees. Dave is located in the Seattle office, Mike in the Olympia office, and Jackie in the Portland office. Our fourth team member, Linda Hoffman, is an independent sub-consultant located in Olympia with whom we have worked on several prior engagements.

Together, the team brings decades of relevant public sector experience to the Tribes, counties and cities of the Flood Control Authority. And, while our experience is "on point" with your needs, none of us has existing or recent significant contracts with any member organization of the Flood Control Authority. Neutrality, experience, and nearby personnel are important characteristics of the ESA Adolfson team.

The organization chart on the following page and subsequent bullets illustrates the ESA Adolfson team structure and describes our general roles and responsibilities. It is also accurate to note that collectively we have valuable overlaps of experience. Many of us have worked in government, have solicited, hired and managed consultants, have procured and been responsible for multi-million dollar projects, and have worked directly for boards of elected officials. Linda Hoffman has worked as a planner, manager, and chief executive in a county. While Mike Sharar will serve as Project Manager and Facilitator, Jackie Dingfelder has distinguished herself facilitating intergovernmental relationship and is fully prepared to provide facilitation services if needed. Dave Carlton, our Principal in Charge, stands alone, however, as a credentialed technical expert in flood hazard management.

**ESA Adolfson Team  
Organization Chart**



***ESA Team Roles:***

**Project Manager:** Day-to-day management of the ESA Adolfson team is the responsibility of Mike Sharar. He also serves as Facilitator for the Chehalis Flood Control Authority. Working from the ESA Adolfson Olympia office, Mike will be in routine, close contact with staff members assigned to the Flood Control Authority project, attend all meetings and will be easily accessible to Authority representatives.

**Principal in Charge:** Dave Carlton is a Principal with ESA Adolfson and is an expert in flood control and water resources with extensive local and national experience in flood management and hazard mitigation planning. He will assure technical issues are fully explored, that technical information is accurate and current, and that the project in general is "on track" and meeting the Flood Control Authority's needs and expectations.

**Project Strategist:** Linda Hoffman, a recently-retired Director of the Washington State Department of Ecology and former County Administrator, will assist the ESA Adolfson team in assuring the Flood Control Authority receives appropriate advice and recommendations concerning Tribal, state government and federal relations. She will also advise concerning intergovernmental relations within the Flood Control Authority, and Linda will assist with developing and implementing funding strategies.

**Public Involvement/Communications:** Jackie Dingfelder, a Senior ESA Adolfson planner and a member of the Oregon State Legislature, will be responsible for advising the Flood Control Authority concerning public information and involvement opportunities. She will assist as needed in implementing involvement and communications efforts the Flood Control Authority chooses to employ. Jackie is also an experienced facilitator and skilled at intergovernmental relations. She will serve as alternate facilitator should the need arise.

In its Seattle and Portland offices, ESA Adolfson has additional administrative personnel to assist team members and minimize costs. These staff members will be available in the event the Flood Control Authority's host county or other members are unable to provide administrative assistance with tasks like distribution of materials, setting meetings, duplication of documents, and assisting with locating existing information. We expect that routinely Lewis County or other Authority members will be able to provide the services which will help contain costs.

***ESA Team Resumes:***

The following two page resumes are provide for each of the four ESA Adolfson team members. Somewhat abbreviated, the resumes are focused on previous efforts and positions with particular relevance to the Chehalis Flood Control Authority's requirements.

# DAVID K. CARLTON, P.E., CFM

Water Resources Division Director

Dave has over 30 years experience in surface water and flood hazard management. He has been involved in flood hazard and stormwater projects from concept through construction administration. His primary focus has been on the hydrologic and hydraulic analysis of flood events, particularly in streams and rivers, and techniques with which flooding impacts can be minimized. In recent years, his experience has focused on comprehensive flood hazard and basin planning, map modernization with FEMA, and hazard mitigation. This includes analysis of the full spectrum of options available for minimizing the social and environmental impacts of flooding on development and water quality. Dave has managed and prepared plans, analyzed alternatives, regulations and policies, designed facilities, prepared ordinances, conducted public meetings, and worked with advisory committees.

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## Relevant Experience

### Education

M.S., Civil Engineering  
Washington State University  
B.S., Civil Engineering  
Washington State University

### Registrations/Certifications

Civil Engineer, Washington  
Civil Engineer, Oregon  
Certified Floodplain Manager

### Professional Affiliations

Association of State  
Floodplain Managers;  
Current Co-Chair Natural  
and Beneficial Functions  
Committee,  
Advisory Committee on  
Water Information, a Federal  
Interagency Advisory  
Committee

### 30 Years of Experience

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**FEMA Benefit Cost Review.** Dave is currently a trainer for FEMA in the use of their Benefit Cost analysis program. In addition Dave reviews the Benefit-Cost portion of Pre-disaster Mitigation grants each spring for FEMA.

**Pierce County, Puyallup River Levee Alternatives.** As part of a team, Dave is leading the environmental documentation effort to determine the impacts and required mitigation for an effort to provide 100-year flood protection along the Puyallup River from Puyallup to I-5. The levees currently do not have sufficient freeboard and the county is exploring options to provide the freeboard, including setting the levees back from the river. Issues we are examining include the current conditions of wetlands, fish habitat, endangered species, transportation, utilities, water quality and the impacts of potential alternatives on them.

**No Adverse Impact, ASFPM.** Under a contract with ASFPM Dave is preparing three workshops on No Adverse Impact for elected officials, the general public and local planning staff. The first workshop was presented at the recent ASFPM conference in Reno, Nevada.

**Community Rating Service.** Dave currently reviews the credits requested by communities for Activities 410 Mapping, and 620 Levees. These activities give credit to residents of communities that undertake them for reduced flood insurance premiums. The activities give credit to a community for updating flood insurance maps within the community, or for having an existing levee that provides at least a 25-year level of protection, but is not accredited by FEMA.

**Map Modernization, FEMA Region X.** As the FEMA Region X Engineer in charge of Map Modernization for Oregon, Washington, Idaho and Alaska Dave was responsible for negotiating with the states and local communities to determine the timing and budget for updates to FEMA's Flood Insurance Rate Maps. Dave facilitated the development, specifically at workshops, of the new Coastal Mapping Standards for the west coast

**Repetitive Loss Plan, Pierce County, WA.** Dave was the Project Manager for the development of a Repetitive Loss Plan for Pierce County as required by FEMA for their continued participation in the CRS program. Repetitive loss structures on the Puyallup River, the Nisqually River, Clear Creek and Clover Creek were addressed. A variety of structural and non-structural alternatives to reduce flood damages were examined and discussed at public meetings.

**Comprehensive Flood Hazard Management Plan, Naches River, Yakima County, WA.** Dave served as the Project Manager for the preparation of a Flood Hazard Management Plan for the lower Naches River in Yakima County. He prepared a history of flooding and flood control within the valley, examined existing City, County, State and Federal regulations, the impacts and benefits of flood control structures, and facilitated a diverse advisory committee that includes representatives of the Yakama Nation, Yakima County and the City of Naches. The plan fit within the framework of the local Growth Management Plans, includes recommendations on land use, regulations, habitat improvement and capital improvements.

**Funding Analysis, Pacific County, Washington.** Dave managed a project to examine the rate structure of Flood Control Zone District #1 of Pacific County. The purpose of the project was to determine if the charges should be based on the impervious surface of each parcel instead of the size of the parcel. We prepared an estimate of the average impervious surface for single family residences and the impervious surface of each non-residential parcel by using GIS information and orthophotos provided by the County. Potential rate structures were developed that reflect varying levels of service and responsibility of the District. Cost estimates for operations, maintenance, administration and capital projects were made.



# MICHAEL SHARAR

Olympia Office Director

Mike Sharar served as the executive director of the LOTT Alliance (the regional wastewater utility serving Lacey, Olympia and Tumwater) for 15 years until 2002. He was responsible for managing all aspects of the landmark LOTT Wastewater Resource Management Plan. Since 2002, Mike has worked in the consulting industry. He has recently provided consulting services for the Washington State Department of Ecology in connection with the planned Spokane River TMDL, served as part of a three-person team assisting Mason County, Mason County PUD #1 and the Skokomish Indian Tribe develop a strategic plan for wastewater management along Hood Canal, and he is currently facilitating a multi-interest group effort to develop sewerage strategy recommendations for Kitsap County.

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## Relevant Experience

### Education

B.A. – Communications  
Certificate – Graduate  
School of  
Business/Management  
Program

### 30 Years of Experience

Project Management  
Facilitation  
Capital Finance  
Public Involvement

**Hoodsport / Potlatch / Skokomish Wastewater Management Planning.** As a consultant to Mason County and its partners, Mason County and Skokomish Indian Tribe, Mike led wastewater management planning efforts for three separate, yet similar, planning areas to produce project descriptions for each project and then complete wastewater facilities plans for each project. He helped the clients unite through a Memorandum of Understanding to collectively fund and develop plans and seek additional financial resources to enable design of the projects that improve Hood Canal Water Quality.

**Spokane River TMDL.** As a strategy consultant working for the Washington State Department of Ecology, Mike assisted with the facilitation of consensus about foundational concepts and approaches for a broad-scale removal of phosphorus to improve dissolved oxygen levels in the Spokane River. The implementation approach that was developed by stakeholders and affected jurisdictions over an 18 month long collaboration uses a wide variety of phosphorus reduction techniques implemented by five permitted dischargers over two ten year periods.

**King County Reclaimed Water Forum.** In support of a King County effort to consider regional water planning parameters, Mike facilitated a year long forum involving

water suppliers and potential generators of reclaimed water. The effort informed decision makers concerning the potential role of reclaimed water in water supply planning.

**Executive Director - LOTT Wastewater Alliance.** For fifteen years Mike managed numerous projects as chief executive officer reporting to a board of four elected officials that govern a four-jurisdiction regional wastewater utility. Mike was responsible both for framing policy, finance and planning issues and for executing approved plans by managing the design and construction of wastewater facilities and the implementation of re-use, infiltration and flow reduction programs. Intricate political relationships and unusual governance made public accountability, productive regulatory relationships and careful management especially critical in this organization that serves three cities and a county. Mike successfully proposed and implemented monthly rate increases and connection charges, managed the on-time/under-budget planning, design, construction and financing of a major treatment plant upgrade, successfully completed several new agreements leading to a revised, independent entity, managed a major inflow and infiltration study, and successfully completed and initiated implementation of a complex and innovative 20+ year wastewater resource management plan including a new approach to marginal capacity costs.

**Director of Public Services - METRO - Municipality of Metropolitan Seattle.** Mike directed environmental planning, personnel/labor relations and public/government relations functions for a 4,300 employee regional transit and wastewater agency (now part of King County) for eleven years. Mike assisted with several wastewater municipal revenue bond issues, directed citizen involvement and public accountability activities, and served as key labor relations strategist and chief affirmative action officer. Before becoming Director, he served as Manager of Personnel and Manager of Community Relations.

**Special Assistant to the Superintendent - Seattle City Light.** Mike served as an assistant to the CEO of a large, generating municipal electric utility. Mike was directly responsible for internal and external communications, government relations and related strategic planning. Mike assisted with the design and implementation of one of the region's first electric energy conservation programs and served on national municipal/investor-owned utility rate task force to design and implement conservation incentive rates.

# JACKIE DINGFELDER

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Senior Planner

Jackie has over 20 years experience in environmental and land use planning, policy analysis, and project management. She specializes in water resources management and strategic environmental planning. Jackie brings expertise and skills in collaborative planning, including facilitating diverse stakeholders, managing committee processes, and public involvement. She is an accomplished project manager who has managed interdisciplinary projects for government agencies, watershed councils, non-profit organizations, and private clients. Jackie has extensive experience designing training materials and delivering workshops, writing technical publications and reports and translating technical information into reader-friendly material.

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## Relevant Experience

### Education

M.R.P., Master in  
Regional Planning,  
Emphasis on Water  
Resources  
Management, University  
of North Carolina,  
Chapel Hill

B.A., Geography-  
Ecosystems, University  
of California, Los  
Angeles

### Certifications and Special Studies

Non-Profit Management  
Courses, Portland State  
University

American Leadership  
Forum

20 Years of Experience

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### **USCOE Water Management Reorganization Project, Portland, Oregon.**

Jackie is providing facilitation, planning and project management services to the US Army Corps of Engineers Northwest Region on their Water Management Phase II Reorganization Project. She is working with senior USCOE managers to develop a process for effective teamwork and accomplish their team goals and objectives. Project duties include interviewing water quality team members, assessing challenges and opportunities, coordinating and facilitating team meetings, and making recommendations on how to successfully implement the Phase II Water Quality Transition Plan by October 2008.

### **Environmental Assessment and Permitting, Tualatin Valley Water District Water Supply Improvement Program, Tualatin, Oregon.**

Jackie is working with the Tualatin Valley Water District to conduct an environmental screening of regional pipeline route alternatives. Projects will be a new water distribution system pipeline, pump stations, and storage reservoirs Jackie is responsible for identifying the potential permits and their processes and timelines for each of the alternatives.

**Low-Income Resource Conservation Education, Bureau of Water Works, Office of Sustainable Development, City of Portland, Portland, Oregon.**

Jackie is currently assisting the City Bureaus to develop an innovative pilot project to reduce water use, increase recycling and minimize garbage and wasteful products among low-income households. Project elements include recruiting, training, equipping and supporting community organizations to conduct outreach to this targeted audience.

**Oregon Watershed Assessment Workshops, For the Sake of the Salmon, Portland, Oregon.**

Jackie developed and delivered of a series of statewide workshops on the Oregon Watershed Enhancement Board's Watershed Assessment Manual. She worked to tailor the workshops to a general audience, plan the locations and logistics, and develop the workshop materials.

**Integrated Water Resources Management (IWRM) Strategy, Clean Water Services, Hillsboro, Oregon.**

Jackie assisted with the planning process to evaluate resource and environmental needs within the Tualatin Basin. The objective was to develop long-term water resource management strategy as part of a multi-stakeholder collaborative process. The participating agencies included Clean Water Services and the Joint Water Commission (composed of the cities of Hillsboro, Beaverton, Forest Grove, and the Tualatin Valley Water District), the City of Tigard, Tualatin Valley Irrigation District, Washington County, the Oregon Water Resources Department, and the Lake Oswego Corporation.

**Tualatin River Watershed Council Assessment and Action Plan. Tualatin River Watershed Council, Hillsboro, Oregon.**

Jackie managed a multidisciplinary team responsible for completing a comprehensive watershed assessment for the Tualatin River Watershed. This project required extensive coordination and interaction with the watershed council, local, state and federal government agency staff, and landowners. Jackie also wrote and edited major portions of the assessment and action plan.

**Gales Creek Watershed Assessment Project, Tualatin River Watershed Council, Hillsboro, Oregon.**

Jackie supervised development of this report prepared for the Tualatin River Watershed Council. The report contained detailed information about the Gales Creek Watershed and was one of the first reports to field test protocol outlined in the 1997 Governors' Watershed Assessment Manual.

## Linda H. Hoffman

5041 Cooper Point Road SE • Olympia, WA 98502  
Lh.consulting@comcast.net • (360) 943-3092 (h)

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### SUMMARY OF QUALIFICATIONS

- Senior executive in Washington State government for four years as Deputy Director and Director of the Department of Ecology.
- Over 25 years experience in executive-level management in local government, policy and program development, planning.
- Masters of City and Regional Planning and Senior Executive Program for State and Local Government Managers.
- Strong organizational, leadership and communication abilities.
- Skilled in bringing people together to solve problems, develop and carry out programs and improve service delivery.
- Proven ability to develop and manage complex budgets and long-term financing.
- Demonstrated experience in strategic planning and organization improvement processes.
- Reputation for building and sustaining effective teams.

### PROFESSIONAL EXPERIENCE

#### *Director*

2003-2005

#### **WASHINGTON STATE DEPARTMENT OF ECOLOGY, Olympia, WA**

Appointed by Governor Locke to lead the agency and serve as a member of the Governor's cabinet. Responsible for overall management and direction of the agency, including agency policy, program operations, human resources management, fiscal management, agency administration, legislation and communications. Responsible for \$600 million agency budget and 1450 employees in four regions, four field offices and headquarters.

#### *Deputy Director*

2001-2003

#### **WASHINGTON STATE DEPARTMENT OF ECOLOGY, Olympia WA**

Led the day-to-day operations of the entire agency. Provided oversight and supervision of the ten environmental programs. Managed agency strategic planning, new initiatives and performance accountability system.

#### *Chief Administrative Officer*

1997-2001

#### **THURSTON COUNTY, Olympia, WA**

Appointed by the Board of County Commissioners to the lead management and administrative position in County government. Provided management support to the Board for all administrative, executive and policy matters. Responsible for \$227 million budget, 13 appointed departments, 1100 employees and 7 bargaining units.

**Assistant Chief Administrative Officer** 1992-1997  
**THURSTON COUNTY, Olympia, WA**

Primary responsibility for strategic planning, development and implementation of new county programs, internal county organizational studies and initiatives, community relations, capital facilities planning and programs. Provided oversight to specific county departments. Served as Acting and Interim Chief Administrative Officer.

**Director, Office of Community and Environmental Programs** 1987-1992  
**Director, Office of Water Quality and Resource Management**  
**THURSTON COUNTY, Olympia, WA**

Developed and managed a new County Office of Water Quality and Resource Management. Established water resource protection programs and services. Office was expanded and renamed Community and Environmental Programs, reflecting broader role and functions. Initiated programs and managed cross-departmental staff teams carrying out the programs.

**Associate Director, Senior Planner, and Associate Planner** 1975-1987  
**THURSTON REGIONAL PLANNING COUNCIL, Olympia, WA**

Directed Long-Range Planning Division. Oversaw regional and local planning for land use, data management, transportation, urban growth management, utilities, environmental management. As Senior and Associate Planner, prepared comprehensive plans, sub-area plans and special studies. Worked closely with citizens, interest groups, planning commissions, elected officials.

**Research Associate** 1974-1975  
**TECHNICAL ASSISTANCE CENTER, STATE UNIVERSITY OF NEW YORK,  
Plattsburgh, NY**

Analyzed government structure options including total consolidation and consolidation of individual services for the Town of North Elba and the Village of Lake Placid, through a federally funded grant program.

**Planning Consultant** 1974  
**SARATOGA ASSOCIATES, Saratoga Springs, NY**  
Performed planning studies for small towns in upstate New York.

*Additional experience includes two years in market research and economic analysis for private development companies and in internship with a planning consultant.*

#### **EDUCATION**

- Masters of City and Regional Planning, University of Pennsylvania, 1974
- Bachelor of Arts in Economics, Wellesley College, 1970
- Senior Executive Program in State and Local Government, Harvard University, Kennedy School of Government, 1991

## **Experience**

The ESA Adolfson Team offers three narrative examples of relevant experience: two for Project Manager Mike Sharar and one for Principal in Charge Dave Carlton. These examples illustrate past experience with situations similar to those facing the Chehalis Flood Control Authority. The similarities include:

- an urgent need to “do something”
- the need to take action without inappropriately precluding worthwhile options
- a requirement to form a collective, multi-jurisdictional alliance
- no clear prescription on how to proceed with governance and decision-making
- a significant body of technical information that may not present a clear “path forward”
- important, diverse and strongly-held interests

Recognizing that the Flood Control Authority’s opportunity is unique and that past performance is no guarantee of future success, it is, however, a worthwhile indicator of quality strategic advice and ability to deal with unusual circumstances.

### ***Example One***

Between September, 1987, and June, 2002, Mike Sharar was Executive Director of the LOTT Alliance, the regional sewer agency serving Lacey, Olympia, Tumwater and Thurston County. As the first full-time employee hired by all four of the LOTT Partners in 1987, Mike was charged with bringing the LOTT sewage plant in downtown Olympia into compliance with revised treatment requirements enforced by the Department of Ecology. The LOTT treatment plant and related major interceptors was then owned by the City of Olympia. Lacey and Tumwater contracted with Olympia to provide wastewater treatment and the debt used to upgrade Olympia’s 1950 treatment plant to secondary treatment was secured on the basis of the contracts with Lacey and Tumwater.

The “marriage” of Lacey, Olympia and Tumwater was necessitated by federal grant funding requirements. Thurston County was included because nearby undeveloped county areas would eventually be annexed to one of the cities. The LOTT Partnership was the name given to this “marriage for money” which none

of the partners particularly enjoyed. Further upgrading the LOTT sewage treatment plant was identified as a need only shortly after the LOTT Partnership's formation and installation of the first upgrade from primary to secondary treatment. The new requirement call for nitrogen removal because of the low dissolved oxygen conditions in southern Budd Inlet. The Partners were significantly behind and not particularly responsive to Ecology's requests for action. Mike Sharar was expected to facilitate resolution of difference and help the Partners come together on funding the upgrade, address issues about ownership raised by Tumwater and Lacey, help with allocating remaining capacity (the existing system was "first come, first served"), and address the need for new, long-range capacity planning.

The Department of Ecology was sufficiently concerned about the LOTT Partnership's ability to join forces that it issued a compliance order in 1988 with a series of steps and completion dates. Failure to meet any date meant fines of \$10,000 per day until the step was completed. Fines would be assessed separately for each missed step. No steps were missed. No fines were paid. Nitrogen removal, a \$47.3 million LOTT Treatment Plant addition, was successfully completed and LOTT's financial reserves were significantly improved.

In 1995 the LOTT Partners began one of the most ambitious public involvement programs ever conducted in Thurston County. This effort was help construct the long-range LOTT Wastewater Resource Management Plan. Prepared as Thurston County was implementing its own growth management procedures (ahead of the State's Growth Management Act), this plan had to address the extension of sewers into urban growth areas, how sewerage would be funded so as to have "growth pay for growth," and how wastewater would be treated so as to assure no more discharge into Budd Inlet.

Through a series of actions in 1999 and 2000, the innovative new plan was approved by Lacey, Olympia, Tumwater and Thurston County. The Wastewater Resource Management Plan...

- is consistent with the area's growth management objectives
- assures all new treatment capacity would create Class A reclaimed water for re-use and aquifer recharge



- commits the LOTT Partners to avoiding new capacity additions through support of water conservation
- completely revised LOTT governance into a financially independent, stand-alone entity overseen by a board composed of one elected representative from each of the Partners, and
- established the management of system additions, rates, and connection charges consistent with “just in time” capital funding that meets the “growth pays for growth” test.

The LOTT Wastewater Resource Management Plan is still operative today.

These changes and completed projects were accomplished in small, incremental steps that built trust among the Partners and gradually built their own confidence in their ability to take on and successfully manage problems and projects. Since retiring from LOTT in 2002, Mike Sharar has been applying his LOTT experience as a consultant. *Contact: Former Board member, Holly Gadbow (360)586-0260*

### ***Example Two***

An example of Mike’s consulting work is the Spokane River Dissolved Oxygen TMDL Implementation for the Washington State Department of Ecology. Five permitted dischargers and several other stakeholders were in major disagreement with the Washington State Department of Ecology concerning the substance and implementation of a dissolved oxygen TMDL regulation for the Spokane River. Mike Sharar was selected by the Department of Ecology to advise and represent the agency in efforts to resolve the differences without going to court.

Between February, 2006 and August, 2007, Mike worked closely with the discharger representative (John Spencer of CH2M Hill) to form a multi-faceted collaboration (environmental groups, the Spokane Tribe of Indians, technical and elected discharger representatives, the City of Spokane Valley), choose a neutral facilitator (Bill Ross of Ross and Associates), and work through a complex series of issues leading to the approval of a “Foundational Concepts” agreement to implement efforts that reduce phosphorus discharges and improve water quality in the Spokane River. Lawsuits were avoided through the collaborative effort which will, over a twenty year action plan implementation, ultimately result in significant water quality improvement in the Spokane River.

*Contact Former Water Quality Program Manager, Dave Peeler (360)407-6537*

### **Example Three**

Dave has led the successful completion of over 15 Comprehensive Flood Hazard Management Plans (CFHMP) around the state. These plans range from County-wide plans for Douglas, Yakima, and Benton Counties, to river specific, such as the Puyallup in Pierce County, or for Cities such as Forks, Stanwood and North Bend. Each of these planning efforts required working closely with diverse Citizen Advisory Groups to obtain consensus on the recommendations contained in the plans. Recommendations frequently include capital projects, new regulations, and how funding for the projects should be obtained.

As project manager for the development of a CFHMP for the City of North Bend, Dave was also required to coordinate with King County, the City of Snoqualmie, FEMA and the Corps of Engineers as well as the citizens and the Planning Commission. King County had recently completed a revised Flood Insurance Study for the Middle Fork and the South Fork because of the decertification of the levees along the rivers. While the emphasis of the project was to promote the CRS program, non-structural solutions and regulations to prevent new problems from occurring, structural solutions were also examined.

A unique part of plan development included the development and cost analysis of four conceptual alternatives for addressing flooding within the City. These alternatives were developed in concert with the CAC and included relocation of severely flooded structures, elevation of homes above the base flood elevation, construction of an overflow channel through the community, and the construction of a levee that would be recognized by FEMA.

The City surveyed the first floor elevation of over 700 structures within the floodplain which we entered into our GIS database. Using the survey information, structure information from the assessor and the hydraulic model prepared by King County we then calculated the total potential benefits for each alternative. These benefits were then compared to the construction cost of each alternative to obtain a preliminary estimate of the alternatives benefit-cost ratio. Results of the analysis were discussed with the CAC and then presented to the Planning Commission along with the recommendations of the CAC. The results of the study showed that neither structural alternative had a benefit-cost ratio greater than one. *Contact: former North Bend City Planner, Debi Heiden, (206)344-3891.*