

December 10, 2018

Ms. Leisa Thompson
General Manager
Metropolitan Council Environmental Services
email: leisa.thompson@metc.state.mn.us

Ms. Paula Dannenfeldt
Chief Administrative Officer
NACWA
email: pdannenfeldt@nacwa.org

Subject: Statement of Qualifications and Confirmation of Willingness to Serve on NACWA
Board of Directors – Eileen M. White

Dear Ms. Thompson and Ms. Dannenfeldt:

Please accept my name into nomination for a seat on NACWA's Board of Directors (Board). I am interested in filling either the vacant Region 9 seat or the vacant At-Large seat.

As the current Director of Wastewater for East Bay Municipal Utility District (District) in Oakland, California, I will bring to the NACWA Board valuable insights and perspectives through my experience acquired over the past 30-plus years of managing the myriad issues that parallel those issues the Board will take on as we move as an organization and an industry to embracing the concept of "One Water." As described in this letter as well as my attached resume, my work experience has included addressing key wastewater, recycled water and potable water issues at the local, state, and federal levels through legislative, regulatory, and legal advocacy. Throughout my career I have embraced the concept of "One Water," and I am intimately familiar with all aspects of the critical importance of water in all phases of the water cycle. I am truly excited to offer my unique talents and experience with service to NACWA at the Board level. As a NACWA Director, I will commit to further advance NACWA's work to ensure a strong, sustainable clean water future.

My excellent communication skills and my enthusiasm for the work of our industry will bring new energy to the NACWA Board as we continue to implement our Strategic Plan to achieve our Big Audacious Goal: *The public, the economy, and the environment experience profound benefits as a result of sustainable policies and regulation that balance the protection and use of our nation's water resources.* As a member of the District's Senior Management Team, I actively participated in the development of the District's first Strategic Plan, which was adopted by the District's Board of Directors in April 2004. Since that time, I have participated in the biennial updates to the plan to ensure that it remains a living document and a meaningful guide and road map for the entire organization. Through my direct experience working on and implementing the District's Strategic Plan, I understand the critical importance of such a document for an organization to remain focused on its mission and achieve its goals. As a

NACWA Director, I will commit to work with the Board on the implementation and regular updating of our Strategic Plan.

For many years the District has provided strong support to NACWA at the leadership level, and, if selected to serve on the Board, I am fully committed to active participation on the Board of Directors, as well as on Board committees and task forces. In fact, since becoming Director of Wastewater at the District, I have attended each of the NACWA annual meetings, and I have become a member of the Blending Workgroup. I volunteered to be Co-Chair of the Climate and Resilience Committee, and was recently informed that a recommendation for my appointment to this position will be forwarded to NACWA's president on Monday, December 10, 2018. I participate in key national and state conference calls including the most recent North East Biosolids and Residuals Association's conference call regarding the Office of Inspector General's audit of the Environmental Protection Agency's biosolids land application program.

Under my leadership, the District recently submitted three nominations for NACWA's 2019 National Environmental Achievement Award Program, and was selected to receive all three awards: the Workforce Development Award, the Public Information and Education Award for Printed Publication, and the Special Recognition Award. The District is proud of this accomplishment, and of this recognition from NACWA for the tremendous work done by the District. Each of these awards recognizes significant diverse accomplishments in areas that are important to NACWA: workforce development, public outreach, and advocacy for properly promulgated clean water regulations, water quality criteria, policies, and implementation practices that are based on valid science and achieve environmentally-beneficial and cost-effective water quality improvements. I am committed to bringing this type of creative and proactive leadership demonstrated by these awards to the Board if selected as a Director.

As a woman engineer with a career that has focused on all aspects of water, I will bring a unique perspective to the NACWA Board and actively engage in Board discussions with considerations of the impact of our actions on all aspects of the water cycle. East Bay Municipal Utility District is a medium- to large-sized water and wastewater agency. I am very comfortable working within this size of organization, and also collaborating and working with much smaller agencies. For example, the work I do as one of the senior Board members of the Bay Area Clean Water Agencies requires extensive collaboration and communication with much smaller agencies to achieve the greater goals of the wastewater industry in the San Francisco Bay Area. It is this very work that is being recognized by the Special Recognition Award referenced above for the leadership role the District has had working with 36 other agencies and cities in the region to collaborate with the San Francisco Regional Water Quality Control Board (RWQCB) on developing a practical approach to addressing the question of nutrient impacts in the San Francisco Bay. If selected to serve in the Region 9 vacancy, I am prepared and committed to collaborate with NACWA members and promote NACWA with all sizes of agencies throughout all four states in the Region: California, Hawaii, Nevada, and Arizona. If selected to serve in an At-Large seat, I am prepared and committed to collaborate with all NACWA members throughout the country and promote NACWA with all sizes of agencies throughout the country. In fact, being based on the West Coast will help balance NACWA's coverage of the vast

expanse of the country, since the incumbent At-Large Directors are from the Upper Midwest and the Central East Coast.

My entire career has been in what is arguably considered one of the most ethnically and socioeconomically diverse areas of the country – the San Francisco East Bay region. It is also a region that has a strong environmental focus with many non-profit groups that strongly advocate for their positions. My broad work experience working within this incredibly diverse community has reinforced for me the importance of considering all perspectives and points of view before arriving at a practical and reasonable solution to complex, challenging problems. I commit to approaching my work on NACWA's Board with this same open-minded, consensus-building style. Open, transparent communication and collaboration is the hallmark of my work style.

As a member of the District's management team since 2000, I have worked to help build a strong and cohesive leadership unit to effectively accomplish the work of the District. As a result of having worked in four of the District's six departments, I believe I possess the technical, leadership, and managerial skills to serve successfully on the NACWA Board of Directors. Whether leading a staff of over 200 employees consisting of engineers, operators, and maintenance staff to ensure the delivery, treatment, and distribution of safe drinking water to the District's 1.4 million customers, or leading an entirely different staff of nearly 300 employees consisting of engineers, operators, and maintenance staff to ensure protection of public health and the environment through operation and maintenance of the District's wastewater conveyance and treatment facilities that serve 675,000 customers, my focus is fostering strong teamwork and a deep-rooted commitment to excellence through demonstrating integrity in all I do and respecting others for their unique contributions to the team. I commit to doing the same as part of the NACWA Board.

My education and work experience listed in my attached resume, along with the numerous working relationships I have developed with leaders of other agencies, have provided me with the background to effectively manage large budgets, address complicated technical problems with confidence, and manage sensitive issues within a complex political environment. In the remainder of this cover letter, I offer examples of the various roles I have filled on behalf of the District during my career.

As a District engineer, I have continuously progressed to positions of increasing responsibility, and I have been successful in each position. I have worked in four Departments: Engineering and Construction, Water and Natural Resources, Wastewater, and Operations and Maintenance. My experience working in various parts of the organization has provided me with a wide breadth of knowledge, numerous opportunities to develop effective working relationships throughout the organization, and an appreciation for the interrelationships between the various parts of the organization. My demonstrated ability to develop and maintain effective, collaborative working relationships with the Senior Management Team, employees, unions, other public agencies, and the public has prepared me well to effectively represent NACWA to other Member Agencies as well as to individuals, the public, elected officials and their staff, and other organizations.

For over 30 years, I have been involved in planning and designing engineering projects, managing construction contracts, and leading operations of the water system. I have also successfully resolved political, legal, and environmental issues as demonstrated by my ability to resolve the dispute with Sacramento Municipal Utility District (SMUD) over the use of the Folsom South Canal as a supplemental water supply for the District. As the General Manager of the Freeport Regional Water Agency (FRWA), I led the District's and FRWA's negotiations with SMUD's General Manager. I developed principles of agreement for resolving the legal dispute that paved the way for meaningful negotiations with SMUD's General Manager, saving the District and FRWA the significant cost of litigating the issue. I developed, negotiated, and executed an agreement with SMUD that resolved the dispute and facilitated full beneficial use of the Freeport facility by delivering all flows of Sacramento River water into the Folsom South Canal through the Freeport facilities. I prepared the Board documents and obtained approval by SMUD's, SCWA's, the District's and FRWA's Boards three weeks before the delivery of Sacramento River water began. This demonstrated expertise will be an asset to the NACWA Board as we daily face new challenges in our industry and must find creative solutions to achieve our goals.

As the Program Manager for the Penn Mine Project, I led a team of representatives from the U.S. Environmental Protection Agency (EPA), the California State Water Resources Control Board (SWRCB), the RWQCB, and two environmental groups to develop and agree on a long-term solution to the Penn Mine problem. Penn Mine, an abandoned copper mine located near Camanche Reservoir, had been the object of intense public and regulatory scrutiny for more than a decade. After completing the Environmental Impact Report (EIR) for the Penn Mine Site and leading numerous meetings and negotiations, the SWRCB, RWQCB, EPA, the District, and two environmental groups signed a consensus statement dropping all legal challenges and agreeing on a long-term solution to the Penn Mine problem. I will bring my experience of collaboratively leading and working with environmental groups and regulators to reach a successful agreement to NACWA and offer new perspectives on similar endeavors which we may face as a Board and as an organization.

I have a proven record of managing sensitive issues within a complex political framework as demonstrated by my ability to work with the public to complete the EIR for the Southern Loop Pipeline Project. The Southern Loop Pipeline was planned to connect the southern portions of the District's service area to provide emergency transmission of water after an earthquake or other disaster. The proposed 11-mile Southern Loop Pipeline was planned to be built in Crow Canyon Road. The residents along Crow Canyon Road objected to a pipeline being built in front of their houses since they were not going to receive water from the pipeline because they were not in the District's service area. I led numerous meetings with the public and made presentations to various groups such as the San Ramon City Council, San Ramon Planning Commission, and the Castro Valley Municipal Advisory Council to solicit their input and hear their concerns. I built consensus with the various stakeholders and directed the preparation of the EIR, which I presented to the Board. I also led the design of the Southern Loop Pipeline, which has since been constructed and is operational. This record of success provides a strong foundation to build upon as a NACWA Board member.

I have developed effective working relationships with the District's upcountry stakeholders. By leading the Project Advisory Committee (PAC) for the Upper Mokelumne Watershed Assessment, I worked with a diverse group of stakeholders who represented a multitude of watershed interests. The PAC included representatives from Amador Water Agency, Jackson Valley Irrigation District, Amador County Recreation Department, Alpine Watershed Group, Central Sierra Resource Conservation and Development, Foothill Conservancy, Sierra Pacific, and the Upper Mokelumne River Watershed Council. I worked with the PAC to assess the watershed, identify issues of concern, and collaboratively work through issues, resulting in completion of the Upper Mokelumne River Watershed Assessment. Since the funding for this project included a \$200,000 Proposition 13 grant and a \$750,000 Proposition 50 grant provided by CalFed and administered by the SWRCB, I worked closely with SWRCB staff throughout the project to obtain the funding.

During the 2007-2009 drought, I led the operations of the water system and preparation of the District's Drought Management Plan and fast-tracked the procurement process for the advertising contract with Carol H. Williams Advertising for the District's public outreach campaign. I also presented the District's Drought Management Program at numerous conferences, including the ACWA conference, AWWA National Conference, WEF/ACWA conference, and at the Water Education Executive Briefing.

During the driest four-year period in the history of California (2012-2015), I worked collaboratively with SCWA, SMUD, and the U.S. Bureau of Reclamation to coordinate the delivery of 58,000 acre-feet of Sacramento River water to the East Bay. This was the first time in the history of the District that Sacramento River water was delivered to District customers. I developed and implemented a comprehensive plan to increase supplemental supply annual delivery capacity from a maximum of 65,000 acre-feet to 100,000 acre-feet. I obtained approval from the SWRCB Division of Drinking Water to utilize the in-line water treatment plants to treat Sacramento River supplemental supplies, and deliver and store supplemental supplies in Briones Reservoir. I led staff in the development of standard operating procedures for the Freeport and Folsom South Canal facilities and prepared a comprehensive drought operations report documenting the delivery of Sacramento River water to the East Bay.

During the District's wettest winter on record in 2017, I coordinated with various federal, state and local agencies along with the public to communicate the District's plans for successfully operating the water system during the wettest year on record.

I led the District's efforts to obtain \$48 million in grants for levee improvements. By working collaboratively with staff from the California Department of Water Resources (DWR), the Reclamation Districts, and the Delta Stewardship Council, and by making presentations to the various Boards of Directors and the Delta Stewardship Council, I was successful in obtaining funding for levee improvements. I have also worked collaboratively with the Reclamation Districts, DWR, and the Delta Stewardship Council to complete the environmental, design, and construction documents for the projects. The projects were completed, and the District is viewed as a leader in California in developing partnerships to leverage state funding for public benefit and for ecosystem restoration.

I have helped to move the District to the forefront of the water industry in renewable energy and energy management. In 2007, the District contracted for the construction of a 430-kilowatt photovoltaic (PV) project on the clear well roof of the Sobrante Water Treatment Plant. In 2011, the District contracted with SolarCity to purchase up to 765 kilowatts of PV-generated electricity at five District sites under a 15-year Power Purchase Agreement (PPA). In 2016, the District executed two PPAs for PV projects at Camanche Dam and North Richmond Water Reclamation Plant that provide up to 680 kilowatts of power. The two projects increase the District's total PPA capacity to 1.46 megawatts. Photovoltaic and natural gas microturbine systems are offsetting 10 to 25 percent of the electric use at several facilities.

In conclusion, I am confident that with my strong managerial skills and engineering background, my experience managing capital projects, my wastewater and water operations experience, my knowledge of state and federal regulations, and my strong leadership and interpersonal skills, I will be an asset to the NACWA Board if selected to fill an open seat. I am very interested in serving on the Board and I am fully committed to making a positive and lasting contribution if selected.

Attached is my resume. If provided the opportunity to interview, I am prepared to elaborate on my qualifications and my reasons for seeking this position, as well as to answer any questions you might have.

Sincerely,



Eileen M. White, P.E.
Director of Wastewater

Attachment

EILEEN M. WHITE, P.E.
East Bay Municipal Utility District
Director of Wastewater
Phone: (510) 287-1149
Email: eileen.white@ebmud.com

PROFESSIONAL EXPERIENCE

East Bay Municipal Utility District, Oakland, California

1987 – Present

Director of Wastewater, April 2017 – Present

- Lead and manage a staff of over 250 employees consisting of engineers, operators, maintenance staff, and inspectors to ensure protection of Bay water quality and treatment of wastewater from nearly 700,000 East Bay residents.
- Responsible for planning, organizing, directing, staffing, and administering all activities of the Wastewater Department to ensure efficiency and maximum operational effectiveness.
- Direct and oversee programs and projects to meet or exceed state and federal regulations and ensure that environmental responsibility and regulatory compliance are emphasized in daily operations.
- Evaluate staffing and resource use to maximize efficiency and minimize costs in the management of wastewater operations.
- Direct the timely and accurate preparation of reports, recommendations and other materials for consideration for the EBMUD Board of Directors.
- Represent EBMUD through active participation at meetings and conferences of the Wastewater Industry.
- Oversee Wastewater Department administrative duties including bi-annual budget formulation and monitoring, and staff selection, training and evaluation.

Operations and Maintenance (O&M) Department Manager, 2008 –2017

- Developed and managed a \$50 million annual operating budget and a \$60 million capital improvement program.
- Led and managed a staff of 200 employees consisting of engineers, operators, maintenance staff, and water quality inspectors to ensure the delivery, treatment, and distribution of high quality water to 1.4 million customers.
- As the General Manager of the Freeport Regional Water Authority (FRWA), scheduled, planned and developed all Board materials related to the FRWA facilities. Worked collaboratively with Sacramento County Water Agency (SCWA) staff to resolve operational, technical, political, and financial issues.
- Led the District's and FRWA's negotiations with Sacramento Municipal Utility District's (SMUD) General Manager regarding a dispute over the use of the Folsom South Canal. Developed principles of agreement for resolving the legal dispute that paved the way for meaningful negotiations with SMUD's General Manager, saving all parties the significant cost of litigating the issue.
- Managed the District's operations during the driest four year period in the history of the District. Coordinated the District's drought operations with SCWA, SMUD, and the U.S. Bureau of Reclamation (USBR) to deliver 58,000 acre-feet of Sacramento River water to the East Bay.
- Led the District's Operations team to meet all drinking water regulations resulting in the District receiving the "Partnership for Safe Water Director's Award" from the American Water Works Association recognizing 10 years of commitment to superior water quality at

Lafayette, Sobrante, USL, and Walnut Creek Water Treatment Plants and “Five Year Phase IV Excellence in Water Treatment” for Orinda Water Treatment Plant.

- Provided leadership in collaboration with staff in executing two Power Purchase Agreements (PPA) for photovoltaic projects at Camanche Dam and the North Richmond Water Reclamation Plant which provide up to 680 kW of power and an estimated savings of \$2.1 million in energy purchase savings over the 15 year term of the agreements. The two projects increase the District’s total PPA capacity to 1.46 MW.
- Successfully worked with all the District unions in resolving issues and led the District’s contract negotiations with the International Union of Operating Engineers, Local 39.

Manager of Water Operations in the O&M Department, 2000 –2008

- Developed and administered a \$26 million annual operating budget and a \$51 million capital improvement program.
- Managed 115 employees responsible for the operations of the District’s water treatment plants and distribution system, which includes 175 distribution reservoirs and 130 pumping plants to provide high quality water to 1.4 million customers.
- Led the energy team in obtaining a \$1.3 million grant from the Self Generation Incentive Program for a 430 kilowatts photovoltaic project on the clear well roof of the Sobrante Water Treatment Plant.

Seismic Improvement Program Co-Manager, 1997 –2000

- Responsible for the strategic planning for the \$189 million Seismic Improvement Program including development of the five-year master schedule and budget.
- Supervised twenty employees in preparing and administering the \$189 million Seismic Improvement Program.

Senior Civil Engineer, Wastewater Remote Capital Projects, 1996 –1997

- Supervised six employees and responsible for over \$25 million in capital construction projects and developing the Interceptor Rehabilitation Assessment and Program.
- Directed and coached staff in administering construction contracts, including the \$9 million Pump Station C and Storage Basin, and the \$15 million San Antonio Creek Wet Weather Facility.

Various Senior and Associate Engineer Roles, 1987-1997

Pacific Gas and Electric Company, San Francisco, California

1985-1987

Hydroelectric Engineer

- Prepared design calculations, drawings, cost estimates, and Environmental Emergency Plans for PG&E facilities.
- Designed and detailed structures, pipelines, access roads, hazardous waste containments, and site improvements for numerous facilities.

ACADEMIC BACKGROUND

Bachelor of Science in Civil Engineering, University of California, Berkeley, California
(Academic scholarship all four years)

PROFESSIONAL LICENSES

Registered Professional Civil Engineer, California
Water Distribution Operator Grade 5 License

ASSOCIATIONS

Board of Directors - Bay Area Clean Water Association (BACWA)

Board of Directors - San Francisco Estuary Institute (SFEI)

Water and Climate Policy Board of Directors - San Francisco Planning and Urban Research (SPUR)

Steering Committee Member - Nutrient Management Strategy (NMS) Science Program

Member of the National Association of Clean Water Agencies (NACWA)

Member of the Water Environment Federation (WEF)

Member of the Water Environmental Research Foundation (WERF)

Member of the Water Research Foundation (WRF)

Member of the California Association of Sanitation Agencies (CASA)

Member of the Bay Area Biosolids Coalition

Member of the California Water Environment Association (CWEA)

Member of the Bioenergy Association of California (BAC)

Member of the American Society of Civil Engineers (ASCE)



A CALIFORNIA
SPECIAL DISTRICT

December 7, 2018

transmitted via email

Paula Dannenfeldt
Chief Administrative Officer
NACWA
Email: pdannenfeldt@nacwa.org

Leisa Thompson
General Manager
Metropolitan Council Environmental Services
Email: leisa.thompson@metc.state.mn.us

Subject: Letter of Recommendation in Support of Eileen White's Nomination for
NACWA Board of Directors

Dear Ms. Dannenfeldt and Ms. Thompson:

It is my pleasure to express my sincere support for Ms. Eileen White's candidacy to represent Region 9 on the NACWA Board of Directors. As the Director of Wastewater at the East Bay Municipal Utility District (EBMUD), she would bring an informed, large-agency perspective on a broad range of industry topics and initiatives while also effectively representing and communicating unique concerns for small-to-medium sized agencies in the region.

Based on my direct experience in working with Ms. White, she would bring strong engagement and commitment to her role and would rapidly become a key contributor to strategic planning, decision making, and advocacy discussions. Ms. White has demonstrated outstanding leadership capabilities and the ability to engage in a collaborative and thoughtful manner during her 22-year career at EBMUD. In addition, she has a strong sense of duty and service exemplified by her active participation in a broad range of industry and professional associations.

In closing, I strongly encourage the Nominating Committee to select Ms. White for either the vacant Region 9 seat or the "at-large" seat on the NACWA Board of Directors. Please feel free to contact me via email at vinced@deltadiablo.org if you have any questions or would like additional information.

Sincerely,

Vince De Lange

Vince De Lange
General Manager



(707) 644-8949 (Admin)
(707) 644-8976 (Billing)
VallejoWastewater.org
450 Ryder Street
Vallejo, CA 94590

Board of Trustees

Bob Sampayan

Pippin Dew-Costa

Erin Hannigan

Jess Malgapo

Robert McConnell

Katy Miessner

Hermie Sunga

Rozzana Verder-Aliga

District Manager

Melissa Morton

December 7, 2018

Ms. Leisa Thompson, Chair of the Nominating Committee
Paul Dannenfeldt, Chief Administrative Office
NACWA
Delivered via email

Attention: Ms. Thompson and Mr. Dannenfeldt

NACWA BOARD OF DIRECTORS

I am writing to recommend Eileen White to serve as a member of the Board of Directors. As a leader in one of the largest utilities in the San Francisco Bay Area, she is successfully managing one of the largest wastewater utilities. In addition, as one of the five largest Bay Area Agencies, she is EBMUD's voting member on the Bay Area Clean Water Agency member Board and has actively participated in important issues facing Bay Area wastewater utilities including effluent nutrient removal, common discharger issues, and biosolid diversion from landfill deposition as mandated by SB1383, legislation that is imminent and impactful to California as a whole.

Her engineering background as a graduate of UC Berkeley has led her to a diverse portfolio of projects and programs that will serve as a solid foundation for her service to NACWA and her potential advocacy regarding emerging issues and regulatory changes. She is an active member of several local organizations, including our group of General Managers, and will strengthen the influence she will have on behalf of NACWA by merging her work with NACWA with a broader audience here within California including her continued participation in the California Association of Sanitation Agencies (CASA.)

Eileen is not only articulate and well spoken, but she has an approachable nature that naturally inures her to a broad range of people. I highly recommend she be nominated as either this region's NACWA representative, or a representative at large.

VALLEJO FLOOD AND WASTEWATER DISTRICT

A handwritten signature in blue ink that reads "Melissa Morton".

MELISSA MORTON
District Manager

DRW Engineering
1133 Snyder Lane
Walnut Creek, California 94598

December 10, 2018

Leisa Thompson
General Manager
Metropolitan Council Environmental Services
e-mail: leisa.thompson@metc.state.mn.us

Paula Dannenfeldt
Chief Administrative Officer
NACWA
e-mail: pdannenfeldt@nacwa.org

Subject: Support for Eileen M. White for NACWA Board of Directors

Dear Paula and Leisa,

As a past President of NACWA and currently serving as the Executive Director of the Bay Area Clean Water Agencies (BACWA), I wanted to express my support for the nomination of Eileen M. White for the NACWA Board of Directors representing Region 9. I have known Eileen for over 25 years and worked with her in a variety of positions she has held at EBMUD. She has a wealth of experience on both water and wastewater issues having served for nine years as the Water Operations and Maintenance Department Manager for EBMUD and currently serving as the Director of Wastewater for EBMUD Special District No. 1, responsible for all wastewater operations, maintenance, engineering, environmental and laboratory services.

Being a high energy individual and known for her tireless pursuit of excellence, I know Eileen would eagerly engage in the Board's efforts to accomplish NACWA's mission and goals of its strategic plan. For these reason I feel she would be an excellent addition to the NACWA Board and fully support her nomination for consideration by the Nominating Committee.

Respectfully,



David R. Williams, P.E.

Cc: Eileen M. White
Adam Krantz