

## Profile

Charles Gardiner has 30 years of experience in program management, communications strategies, stakeholder facilitation, and team and organizational capacity building. He has managed public outreach and environmental review activities for environmental and infrastructure programs in water resources, wastewater, energy, hazardous waste, rail, transportation, climate change, and emergency preparedness throughout the United States. He has developed public engagement strategies and coordinated public information and education programs, community outreach and promotional projects, and social marketing and behavior change programs.

Mr. Gardiner is trained in conflict mediation, facilitation, and public decision-making techniques. He facilitates program management teams, multi-agency coordination, public meetings, stakeholder workshops, advisory committees, and independent review processes. His technical and policy training helps clients integrate diverse issues and improve organization capabilities to reach program, stakeholder, and community goals.

## Selected Project Experience

### WATER & NATURAL RESOURCES

#### Communications Manager, Delta Levees Investment Strategy, Delta Stewardship Council

Mr. Gardiner is managing the communications program as part of the consulting team preparing a long-term investment strategy to reduce risks of levee failures and flooding in the Sacramento-San Joaquin Delta. Working with the Delta Stewardship Council and the technical team he designed a six-phase decision process that incorporates agency coordination and stakeholder collaboration in the highly contentious Delta. He has helped design the decision support tool to support Council and stakeholder deliberation of the cost and risk tradeoffs associated with levee investments to protect property, infrastructure, water supply reliability, and to restore the Delta ecosystem. He prepared a comprehensive communications plan for the project and developed a multi-level outreach strategy for each project phase to reach local residents and businesses, technical specialists, flood management districts, regional and statewide water and environmental interests, state and federal agency leadership, and elected officials.

#### Executive Director, Delta Vision Foundation

Mr. Gardiner is the contract executive director of the Delta Vision Foundation. The Delta Vision Foundation was formed in 2008 by the members of the Governor's Delta Vision Blue Ribbon Task Force to track, monitor, and encourage implementation of the Delta Vision Strategic Plan, a blueprint for addressing decades of conflict in the Sacramento-San Joaquin Delta. Mr. Gardiner developed and implemented a comprehensive evaluation of progress, organizational leadership and effectiveness, and results. The annual Delta Vision Report Card has presented the results of the evaluation and more than 100 recommendations for action and improvement by state and federal agencies and stakeholders. He has also convened and facilitated stakeholder meetings to develop recommendations on critical issues, including levees, water storage, regional water management, funding and financing, and alignment among state and federal plans and initiatives.

#### EXPERTISE

- Program Management and Performance
- Stakeholder Facilitation and Public Engagement
- Board, Executive, and Collaborative Decision-making
- Organizational Capacity Building
- Conflict Mediation
- Environmental Review

#### EDUCATION

- B.A., Chemistry and Political Science, University of North Carolina at Chapel Hill
- Mediation and Conflict Management Training, PennACCORD

#### AFFILIATIONS

- Water Environment Federation
- American Water Works Association
- Association of California Water Agencies

#### WORK HISTORY

- 2010 to present, President, The Catalyst Group
- 1994 to 2010, Principal, CirclePoint
- 1989 to 1994, National Manager for Public Involvement, CH2M HILL
- 1986 to 1989, Project Manager, Regina Villa Associates

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**Principal Policy Analyst, One Million Acre-feet Challenge, California Forward and California Economic Summit**

Mr. Gardiner convened water leaders across California to develop sustainable funding and governance recommendations for the California Economic Summit. Using an integrated policy synthesis approach, he built on previous policy analysis and worked with thought leaders to develop funding concepts and proposed pilot efforts that are feasible and politically viable for presentation to business leaders and infrastructure investment advocates. Following the Summit, he is working with the Summit Action Teams (Working Landscapes, Infrastructure, Housing, and Workforce) to refine the 2016 Action Plan to achieve three objectives: (1) Develop and advance integrated regional and watershed management solutions that connect headwaters and users, as well as urban and rural communities; (2) Identify limitations—and advocate for changes—in law or practice that prevent interagency coordination and alignment; and (3) Address the needs of disadvantaged communities to improve water quality, reliability, and affordability.

**Principal-in-Charge, Los Vaqueros Reservoir Expansion Project Public Outreach Program, Contra Costa Water District, Bureau of Reclamation, and Department of Water Resources**

Mr. Gardiner is managing the public outreach program and agency coordination efforts for the Contra Costa Water District's expansion of the Los Vaqueros Reservoir to provide additional storage capacity as part of comprehensive solutions to the water and environmental conflicts on the Sacramento-San Joaquin Bay-Delta system. He coordinated agency and stakeholder involvement and team coordination for alternatives development, feasibility assessment, and environmental review. The project included the only successful public vote supporting a major storage project in the Bay-Delta system. The project is approved and construction was completed in 2012.

**Communications Manager, Groundwater Charge Zone of Benefit Study, Santa Clara Valley Water District.**

Mr. Gardiner is managing the public outreach program for the Santa Clara Valley Water District's updates to the zones of benefit for groundwater management programs. The District uses the charge zones to assess fees to support groundwater management programs, including storage, recharge, conservation, and recycled water. The outreach program includes urban and agricultural users, water retailers, environmental organizations, and standing advisory committees to the Board of Directors.

**Facilitator and Outreach Manager, Merced Integrated Regional Water Management Plan, Merced Irrigation District**

Mr. Gardiner managed outreach and stakeholder engagement for the Merced IRWM Plan to improve water, wastewater, and flood management for the region. He completed a community assessment to identify key issues and opinion leaders and recommended participation in the Regional Advisory Committee established by the governing entities. Mr. Gardiner facilitated the 39-member advisory committee through a one-year planning process to develop the draft and final plan, consistent with state guidelines, and to identify and propose priority projects for state funding.

**Lead Facilitator, San Joaquin River Restoration Program, U.S. Bureau of Reclamation, U.S. Fish & Wildlife Service, National Marine Fisheries Service, and California Departments of Water Resources and Fish & Game**

After more than 18 years of litigation, the U.S. Department of the Interior and the Friant Water Users Authority reached a settlement with a coalition of environmental organizations that filed suit in 1988. The settlement calls for restoring the river and reestablishing a sustainable salmon population while simultaneously implementing a water management plan to reduce the impact to agricultural and urban water users on the river. Mr. Gardiner has conducted stakeholder assessments and established technical feedback groups to inform and involve river stakeholders. He has served as lead facilitator for settling party consultation during implementation of the Settlement Agreement for restoring salmon to the San Joaquin River. He is facilitating the Restoration Goal Technical Feedback Group and preparing the 2015 Annual Report. He also directed public outreach activities supporting the restoration planning and environmental review.