



September 2, 1999

To Whom It May Concern:

I am pleased to offer this letter of recommendation for Paul Massera. Mr. Massera worked in CALFED's Technical Services Branch for about two years, from 1997 to 1999, during which time I had the opportunity to work with him and review his professional work on several projects throughout that period. He completed assignments quickly and efficiently, asked for help when he needed it, and proved to be proficient in the use of computer software and hardware.

Mr. Massera has completed a variety of technical assignments, including participation in a team effort to develop an engineering cost data base for CALFED, hydraulic evaluation of a new concept for the isolated facility component of Delta alternatives, and an evaluation of the effect of wetlands creation on consumptive use of water in the Bay-Delta system. For the latter Mr. Massera worked effectively with experts in the field to complete a very credible analysis. He presented this analysis at the annual Bay Delta Modeling Forum in Asilomar.

In addition to his technical proficiency, I was impressed by Mr. Massera's ability to work well with others, his responsiveness to guidance, his willingness to take on tough assignments, and his eagerness to develop his engineering skills. In short, Mr. Massera's performance was exemplary and much appreciated.

Sincerely,

Stein M. Buer  
Assistant Director  
CALFED Bay-Delta Program

CALFED Agencies

California The Resources Agency  
Department of Fish and Game  
Department of Water Resources  
California Environmental Protection Agency  
State Water Resources Control Board

Federal Environmental Protection Agency  
Department of the Interior  
Fish and Wildlife Service  
Bureau of Reclamation  
U.S. Army Corps of Engineers

Department of Agriculture  
Natural Resources Conservation Service  
Department of Commerce  
National Marine Fisheries Service