In 2010, the Partnership released its first Strategic Plan, which set out goals and key objectives to guide our work through 2012. This 2013-2018 Strategic Plan builds on the previous effort, and emphasizes key issues, such as regional watershed protections and climate change planning, which have taken on more urgency since 2010. This is a five-year plan due to the challenges before us and, realistically, the time it will take to effect significant improvements in the health of the Estuary and our preparedness for inevitable changes in the physical environment due to global warming. We have organized the 2013 Strategic Plan into five broad goals that will focus the Partnership’s work on improving the water quality of the San Francisco Bay-Delta Estuary.

Much progress has been made since we published the 2010 Strategic Plan. We are committed to continuing our progress through the next five years. I thank the many organizations and individuals who contribute to the ongoing work of the Partnership and look forward to our combined future accomplishments.

Judy A. Kelly
Director
Partnership Goals 2013–2018

Goal 1: **Build Estuary resilience against readiness to deal with the effects of climate change**
Expand the toolbox of habitat protection measures needed under a changing climate regime, and provide the necessary baseline information to adaptively manage the health of our waters.

Goal 2: **Promote integrated Increase watershed stewardship health**
Increase the health and resilience of watersheds. Build additional active partnerships in the region to improve water quality and habitat health. Integrate projects within key watersheds, from headwaters to tidal waters.

Goal 3: **Facilitate Improve water quality improvements and protections**
Focus on pollution prevention, urban runoff/stormwater quality, and “Green Infrastructure” projects (“low impact development,” or LID).

Goal 4: **Champion the Estuary**
Through conferences, workshops, print media, and our website, provide local decision makers and the general public with a reliable source of information needed to make policy and personal decisions in favor of Estuary health.

Goal 5: **Continue to improve management of the Partnership; and diversify funding sources**
The San Francisco Bay-Delta Estuary

Our Estuary, the largest in western North America, extends from the mouth of San Francisco Bay to the upstream portion of the San Joaquin-Sacramento River Delta southwest of the city of Sacramento. The Estuary’s watershed extends to the ridgeline of the Sierra Nevada, almost 60,000 square miles and nearly 40 percent of California. The Estuary’s waters are a biological resource of tremendous importance—providing critical winter feeding habitat for over a million migratory birds, a productive nursery for many species of juvenile fish and shellfish, and a year-round home for a vast diversity of plants and animals. Half of California’s surface water supply falls as rain or snow within this region, and about half of that is diverted upstream of and from the Delta for use by the state’s farms, factories, and households.

The upstream portion of the Estuary, the San Joaquin-Sacramento River Delta, is a thousand-square-mile triangle of diked and drained wetland. Only small remnants of once-extensive tule marshes still fringe the sloughs and channels that wind between flat, levee-rimmed farmlands on the Delta islands. Before it was diked and drained, the fresh waters of the Sacramento, San Joaquin, Mokelumne, and Cosumnes rivers converged in the Delta and moved downstream, through a meandering array of tidally influenced channels, into salty San Francisco Bay. Today, the heavily engineered Delta is the junction of one of the world’s largest plumbing systems, where fresh water is diverted to supply California’s population centers and Central Valley agriculture. The Delta’s physical, ecological, and consequently economic fragility is a topic of sustained political debate and scientific study. The San Francisco Estuary Partnership’s science-based conferences add valuable information to the continuing controversy about how to secure both the environmental health of the Delta and the economic health of the businesses and communities that depend on it.
The Comprehensive Conservation and Management Plan: Overview

SFEP’s work and mission are detailed in the Comprehensive Conservation and Management Plan, or Comprehensive Plan. This regional environmental planning document, collaboratively produced by consensus agreement of a broad community of stakeholders, recommends actions to protect and restore the San Francisco Bay-Delta Estuary. It is the region’s roadmap for restoring the Estuary’s physical and biological health.

After more than 150 years of intensive settlement and exploitation by the region’s ever-growing human population, the ecological health of the system and the economic viability of its formerly rich fisheries have been severely compromised. The Comprehensive Plan’s more than two hundred recommended actions lay out the work that needs to be done in order to ensure restoration of the Estuary to a healthy state. Completed in 1993 and revised in 2007, the document is organized around key issue/program areas, each with goals, objectives, and actions.

Notable accomplishments:
- Thousands of acres of wetlands around the Bay are being restored.
- Total urban water use in the Bay Area is 20 percent below where it was in 1986, while the population has increased by 20 percent.
- From 2001 to 2010, use of recycled water has increased by 50 percent.
- Levels of copper and nickel in the Bay have been reduced by almost 50 percent.
- We have seen a significant increase in the beneficial reuse of dredged material.

With this five-year strategic plan, the Partnership both builds on our progress and streamlines our approach to the Estuary’s issues, focusing on a few key areas where we can anticipate progress in the near and medium term. These areas continue to reflect the priorities defined in the 2007 update to the Plan:

- Facilitate regional adaptation to climate change and sea level rise
- Protect and enhance freshwater inflows to the Estuary
- Promote land/water use policies that protect the health of the Estuary
- Minimize pollution
- Protect and preserve healthy streams and wetlands
Implementing the Comprehensive Plan

The Partnership is led by a Director and staffed by approximately 20 environmental professionals who manage and oversee our work. The Executive Council and the Implementation Committee provide advice and guidance. The Implementation Committee meets quarterly and includes representatives of over 25 organizations including resource agencies, nonprofits, local, regional, and federal government, and the business community. The Executive Council is made up of heads of local, state, and federal agencies, and meets when needed.

Partnership staff and Executive Council and Implementation Committee agencies are directly responsible for implementing Comprehensive Plan actions in nine program areas shown in the graphic at right. Many agencies and organizations take part in estuary-related work that furthers the goals of the Comprehensive Plan. More than 40 agencies endorsed the Plan when it was first adopted, and they are also responsible for including relevant actions in their own local and specific plans. The diagram shows these levels of implementation: staff actions; actions taken by Implementation Committee entities, and actions taken by the wider community that further implement the Comprehensive Plan.

At the core of this effort, Partnership staff act as both implementers (taking action using grant funds and Partnership dollars) and as facilitators of projects (obtaining and passing along grants and contract dollars to other organizations, and administering funds).

We directly manage dozens of important projects. The center circle in the diagram contains regional trash reduction efforts, aquatic invasive species planning; urban pesticides pollution prevention; estuary-wide boater education work aimed at reducing direct discharges of sewage into the bay; and biennial State of the Estuary conferences. Our outreach and education efforts include publication of the award-winning ESTUARY news magazine and the State of the Bay 2011 report, as well as numerous fact sheets, booklets, videos, films, brochures, and other materials that educate the public and decision-makers about the Estuary.

In related work, Partnership staff assist over 100 partner organizations by finding funding and helping to manage important projects. With the millions of grant dollars we have been awarded we have funded habitat restoration projects around the region. We have also supported the
investigation of methylmercury and low dissolved oxygen in Suisun Marsh; installation and study of demonstration green infrastructure projects that treat and reduce stormwater runoff; preparation of stream and wetlands protection policies for the state and regional Water Boards; and development of regional habitat goals for the Baylands and subtidal zones.

Our work is funded through an array of federal, state, and local grants and contracts, and an annual appropriation from the U.S. Congress, provided by the U.S. Environmental Protection Agency under the Clean Water Act. SFEP, like each of the National Estuary Projects, receives a fixed amount of federal funding each year, subject to Congressional appropriation. These “base” funds support administration, conference planning and most of our public outreach activities. They also enable us to write the grants that support the projects we undertake with our many partners.

Implementation Committee agencies and many other participating organizations are critical to the Partnership’s success. Our partners have acquired and are restoring thousands of acres of wetlands and riparian areas. They have made hard-won gains in controlling non-native invasive species such as Spartina alterniflora and in monitoring status and trends of pollutants in the Estuary. Both in the Bay Area and in the Estuary’s Central Valley watershed, partners are developing critical pollutant load limits (total maximum daily loads, or TMDLs) and working to meet them—for pathogens, nutrients, salts, selenium, sediment, pesticides, polychlorinated biphenyls (PCBs), dissolved oxygen, and mercury.
GOAL 1: Build Estuary readiness to deal with the effects of climate change. Expand the toolbox of habitat protection measures needed under a changing climate regime; provide baseline information needed to adaptively manage the health of our waterways.

Creating new wetlands and improving the health of existing wetlands and riparian corridors are key objectives of the Partnership's current efforts—essential to preparing the region for rising seas and other effects of global warming. Long-term, the viability of existing and restored wetlands will rely on effective adaptive management informed by accurate monitoring data, clear reporting of results, and our understanding of the fate of Bay sediment and sand.

Desired Results:

- **Short-term:** Expanded regional resource management
- **Long-term:** 1) highly functional restored and repaired habitats; 2) ongoing, region-wide adaptation to sea level rise and other global warming changes, based on a comprehensive body of scientific knowledge of predicted changes to the Bay and Estuary

**Key CCMP Objectives addressed by these projects:**

- **Aquatic Resources Objectives 1, 4, 6, 8**
  - Monitoring, ecosystem characterization, and predictive models
  - Water management; flows affecting aquatic resources
  - Develop and implement programs in the upper Estuary
  - Define, study, and protect aquatic mineral resource habitats

- **Dredging and Waterway Modification Objectives 1, 2, 4, 5**
  - Determine behavior and fate of sediments in the Estuary
  - Determine bioavailability of contaminants released by dredging
  - Encourage use of dredged material for restoration projects
  - Identify threats and benefits from future waterway modifications

- **Pollution Prevention and Reduction Objective 4: Improve water quality by restoration of tidal wetlands, riparian areas, and floodplains**

- **Wetlands Management Objectives 1, 3, 4, 5**
  - Create a comprehensive Estuary-wide wetlands management program
  - Protect wetlands and expand acquisition
  - Expand wetlands resource base
  - Improve regional monitoring and tracking of restoration projects

- **Wildlife Objectives 1, 2**
  - Create and restore critical plant and animal habitats
  - Develop a comprehensive wildlife management plan for the Estuary
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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<tbody>
<tr>
<td><strong>Objective 1.1</strong> Support research and analysis into the effects of climate change on the ecology of the Estuary</td>
<td>Revisions to Baylands Habitat Goals that increase wetlands resiliency, in anticipation of changes caused by climate change Corte Madera study South Bay Salt Ponds long-term habitat mapping Stream Design Curves (to inform restoration projects)</td>
<td>Increase in public's and elected officials' understanding of regional climate impacts Increase in local and regional adaptation measures and action being taken to address defined climate change impacts</td>
<td>Facilitate funding Staff support Grant administration services Public education</td>
<td>Bay Conservation and Development Commission (BCDC) leads Corte Madera study CA Coastal Conservancy leads Goals update BCDC, JPC lead regional work on development</td>
<td>AR-1.1 DW-1.2</td>
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<td><strong>Objective 1.2</strong> Support and implement stream, wetland, riparian, and fluvial/tidal restoration and enhancement projects to increase resilience and adaptive capacity of watersheds Implement climate adaptation strategies that provide multiple benefits including flood protection and improved habitat</td>
<td>Ora Loma Project (prospective) Flood Control 2.0 (research-based restoration project design/development for three creeks) Creek Mouth Assessment Tool JPC¹ Regional Sea Level Rise Planning and Adaptation Strategy Flood Infrastructure Mapping Chelsea Wetlands, Bahia Marsh, and Yosemite Slough restoration projects Aramburu Island restoration and other &quot;Supplemental Environmental Projects&quot; Re-oaking Stanley Reach &quot;Students &amp; Teachers Restoring a Watershed&quot; –STRAW project Stonybrook Creek Restoration (Alameda Cr. Tributary) San Francisco Bay Restoration Authority efforts</td>
<td>Models for regional adaptation techniques adopted throughout the region Increase in number of restored wetland acres, and stream corridor miles</td>
<td>Staff the JPC¹ Staff the SF Bay Restoration Authority Facilitate funding Analysis and reporting Provide public outreach or support outreach efforts Grant administration</td>
<td>SFEI, BCDC, and local sponsors (Flood Control 2.0) Head of Tide Project (BCDC and SFEI) JPC¹ Audubon, State Parks Foundation (restoration projects) Alameda Co. Resource Conservation District (Stanley Reach and Stonybrook Creek) Point Reyes Bird Observatory (STRAW)</td>
<td>AR-1.1 AR-4.8, 4.9, 4.11, 4.12 AR-6.6 DW-1.2 DW-4.1 DW-5.3 PO-4.3 WL-1.1, 1.3, 1.4, 1.5 WL-2.2 WT-1.2, 1.3, 1.4, 1.5 WT-3.1, 3.2 WT-4.1</td>
</tr>
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</table>

¹ Joint Policy Council of ABAG, BCDC, the Bay Area Air Quality Management District, and the Metropolitan Transportation Commission
## Objective 1.3
Support sediment/sand research studies to improve understanding of sediment/sand supply, fate, transport and associated contaminants
Develop and promote appropriate sand management policies to preserve and enhance habitat health and resilience

<table>
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<tr>
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<tbody>
<tr>
<td>Flood Control 2.0: research-based restoration project design/development at mouths of three creeks</td>
<td>Report on results of sediment studies and effect on policies Completed CRSMP plan Development of sustainable regional projects in plan area</td>
<td>Staff CRSMP Develop governance structure for regional sediment management work Identify funding mechanisms Public outreach Grant administration</td>
<td>BCDC: regional sediment management planning SF Bay Joint Venture (SFBJV) sediment database Sediment plan development: • U.S. Army Corps of Engineers • Municipalities in plan area</td>
<td>AR-8.1 AR-8.2 DW-1.1, 1.2, 1.3, DW-2.2 DW-4.3</td>
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<td>Coastal Regional Sediment Management Plan for S.F. Littoral Cell</td>
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## Objective 1.4
Refine existing and create new meaningful environmental indicators to measure and report on the health of the estuary

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<tr>
<td>Development of new and revised indicators for 2015 State of the Estuary Report</td>
<td>Better understanding of the state of the estuary and its resources; improved decision-making based on better data</td>
<td>Facilitate funding Direct funding Staff support Grant administration Publish State of the Estuary report (2015)</td>
<td>Science and agency partners participate in report development under grants or contracts</td>
<td>RM-1.2 WT-5.1 WT-5.2 WT-5.3</td>
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## Objective 1.5
Develop and implement methodology to measure and credit climate change adaptation benefits from wetland restoration projects Assist partners in participating in a carbon market for restoration projects

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<tr>
<td>Future project</td>
<td>Bay Area wetlands restoration projects successfully calculating and selling carbon credits</td>
<td>Support research Facilitate partner participation Disseminate information</td>
<td>Lead and support regional work</td>
<td>LU-2.1</td>
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</table>

2 Shaded objectives and projects are pending, awaiting funding or staff resources

**Goal 1:** Build Estuary resilience against climate change
**GOAL 2: Increase watershed health.** Increase the health and resilience of watersheds. Build additional active partnerships in the region to improve water quality and increase habitat for fish and wildlife. Integrate projects within key watersheds, from headwaters to tidal waters.

**Desired Results:**

*Short-term: Successful watershed-based integration of restoration, flood management, land use, and other projects and actions; increased capacity of local agencies and watershed groups*

*Long-term: Demonstrated improvement of watershed health evidenced by improved water quality; improved wildlife, fisheries, and other aquatic populations*

**Key CCMP Objectives addressed by these projects:**

- Land use and Water Management Objectives 2, 3
  - Coordinate and improve integrated regional land use management
  - Collaborative partnerships for stewardship and restoration

- Aquatic Resources Objectives 2, 3, 4, 5, 6, 7, 8
  - Species-specific and non-indigenous mgmt. actions
  - Implement recovery actions for threatened and endangered species
  - Water management/flows affecting aquatic resources
  - Develop comprehensive aquatic resources management plan
  - Protect, enhance, and restore subtidal habitats
  - Define, study, and protect aquatic mineral resource habitats

- Wetlands Management Objectives 3, 4
  - Protect wetlands and expand acquisition
  - Expand wetland resource base

- Water Use Objective 2: Develop water conservation methods and facilities

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<tr>
<td><strong>Objective 2.1</strong> Build, promote, and support coordinated community-based approaches to watershed protection, restoration, and stewardship</td>
<td>SFEP Watershed Program</td>
<td>Increased capacity of watershed groups to participate in regional and local restoration efforts</td>
<td>Staff support to BAWN; manage website</td>
<td>Funding and support as appropriate for each entity</td>
<td>LU-2.6, LU-3.1, 3.2</td>
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<td>Bay Area Watershed Network Coordination</td>
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<td>Direct funding</td>
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<td>Small Grants Program</td>
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<td>Public education</td>
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<td>Tech transfer</td>
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<td><strong>Objective 2.2</strong> Help implement and integrate regional goals projects and management plans (i.e., Baylands Habitat Goals update, Subtidal Habitat Goals, Upland Habitat Goals, Regional sediment plans)</td>
<td>Revise and promote the Baylands Habitat Goals report</td>
<td>Completed revisions</td>
<td>Support partners</td>
<td>Coastal Conservancy leads on Baylands and Subtidal Goals</td>
<td>AR-7.1, AR-8.1, 8.2, LU-3.2</td>
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<td>Agencies revise programs or projects to better implement the goals</td>
<td>Public education</td>
<td>Bay Area Open Space Council leads on Upland Habitat Goals</td>
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| **Objective 2.3** Assist the State and Regional Water Boards in developing and adopting new stream and wetlands protection policies that protect natural watershed functions | Staff support for Regional and State Board policy development | Adoption of regional Basin Plan amendments  
Adoption of State Board policy | Facilitate funding  
Staff support  
Grant administration  
Public education | SWRCB and RWQCB lead policy/adoption efforts | LU-2.7 |
| **Objective 2.4** Support implementation of California Aquatic Invasive Species Management Plan, support regional and national Task Forces | Staff support for regional and national efforts  
Invasive Spartina project | Reduction in numbers of invasive species; rapid response to new invasions; policies and BMPs developed and implemented. | Staff support  
Direct funding  
Grant administration  
Public education efforts | CA Coastal Commission (Spartina project lead)  
SFBJV  
Dept. of Fish and Game  
State Lands Commission  
State Dept. of Boating and Waterways  
US Fish and Wildlife Service | AR-2.1, 2.2, 2.3  
WL-3.1  
WT-4.2 |
| **Objective 2.5** Support and promote new methods of water use conservation within the Estuary watershed | Fish Friendly Farming (water conservation and sediment/pollutant reduction measures in Napa and Sonoma county  
Outreach to Sonoma County landowners on: water reuse) | Increased instream flows in creeks and rivers within region | Facilitate funding  
Grant administration  
Promote new methods through public education | California Land Stewardship Institute  
Southern Sonoma Resource Conservation District (water conservation outreach)  
SFEI conducts research, analysis | WU-2.1, 2.2 |
| **Objective 2.6** Engage in regulatory processes concerning flows and habitat restoration in the Bay and Delta | Review, comment and publicly speak on key documents as they are released by lead agencies.  
Annually update fish and flows index from State of the Bay 2011 | Submitted comment letters, presentations before policy bodies  
Increased support for Estuary inflows and habitat restoration projects from local elected officials | Staff support | Work with Friends of the Estuary staff on regional outreach about necessary Delta and Bay inflows and restoration projects including tidal marsh and flood plains | AR-3.1, 3.5  
AR-4.1, 4.11, 4.12 |

Comment [JWCox4]: Changes to these objectives suggested by Leo W.
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<tr>
<td><strong>Objective 2.67</strong> Support flow studies and <strong>contribute to</strong> efforts to restore adequate flows and increase habitat for sensitive species in the Delta and Bay tributary streams to better protect aquatic resources</td>
<td>Participate in regional discussions of the Bay-Delta Conservation Plan, the Delta Stewardship Council’s Delta Plan and the State Water Board’s Bay-Delta Water Quality Control Plan. Track implementation of the Delta Stewardship Plan. Focus of ABAG/SFEP outreach efforts. Annual updates of fish and flows analyses, to be included in State of the Estuary 2015 report.</td>
<td>Elected officials region-wide recognize the importance of additional flows and habitat restoration. Positive biological response to improved freshwater flows into and restored habitat in the Estuary.</td>
<td>Facilitate funding. Provide direct funds. Staff support. Grant administration services.</td>
<td>Science support (SFEI, Bay Institute, Natural Resources Defense Council). Delta Stewardship Council tracking implementation of Delta Plan.</td>
<td>AR-3.1, 3.5 AR-4.1 AR-6.6</td>
</tr>
<tr>
<td><strong>Objective 2.78</strong> Increase watershed management capacity of local governments</td>
<td>Local government surveys, model ordinances, watershed plan project assistance.</td>
<td>Adopted regulatory measures that better protect beneficial uses of the Estuary.</td>
<td>Staff support. Facilitate funding.</td>
<td>Local and regional governments.</td>
<td>WU-2.1, 2.2 AR-6.6</td>
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</table>
SFEP implements or manages a number of projects that restore or enhance water quality in the Estuary. These efforts address key issues including stormwater quality and quantity, urban pesticide use, trash/litter, boater education, and green infrastructure. Green infrastructure practices supported by the Partnership range from large-scale projects designed to preserve or restore the natural landscapes to site-specific low impact development features such as rain gardens, porous pavements, green roofs, infiltration planters, trees and tree boxes, and rainwater harvesting.

Desired Results:

Short-term: More sustained, multi-benefit projects undertaken by land use and stormwater interests, water quality regulators, and local watershed stewards, including a range of prototype green infrastructure projects

Long-term: Effective cooperation between water quality regulators, land use decision-makers, pollution prevention partners, and local watershed activists, leading to significant reductions in nonpoint source pollution in the Estuary’s watersheds

Key CCMP Objectives addressed by these projects:

- Land use and Water Management Objectives 1, 2
  - Improve planning, regulatory, and development programs of local, regional, and state agencies to protect resources of the Estuary
  - Coordinate and improve integrated regional land use management
- Aquatic Resources Objectives 2, 9
  - Species-specific and non-indigenous management actions
  - Reduce and prevent marine debris
- Pollution Prevention and Reduction Objectives 1, 2, 3
  - Reduce pollutants by establishing a Pollution Prevention Program
  - Improve regulatory systems for point and nonpoint source control
  - Remediate pollution threats to public health and wildlife
- Wetlands Management Objective 4: Expand wetland resource base
- Water Use Objective 2: Develop water conservation methods and facilities
- Public Involvement and Education Objective 2: Promote direct citizen involvement in managing a healthy Estuary

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<td>Objective 3.1</td>
<td>Assist local agencies with TMDL compliance projects that treat and decrease stormwater pollution</td>
<td>North Bay TMDL Implementation Projects in Marin, Napa, and Sonoma Counties</td>
<td>Stronger implementation of green stormwater BMPs across the region Improved quality of stormwater runoff in target watersheds</td>
<td>Facilitate funding Staff support Grant administration</td>
<td>Local and regional agencies lead with projects, policy, and BMP implementation</td>
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<td><strong>Objective 3.2</strong> Assist in implementing and tracking Bay Area Urban Creeks Diazinon and Pesticide Toxicity TMDL through projects that reduce pesticide use, continuing to apply the goals of the Urban Pesticide Pollution Prevention Project and supporting integrated programs for pollution prevention</td>
<td>“Got Ants” pesticide reduction project, Greener Pesticides for Cleaner Waterways project, Integrated Pest Management promotion in projects</td>
<td>Reduction of pollutants as measured by regional monitoring programs; reductions tracked on SFEP website</td>
<td>Facilitate funding, Provide direct funds, Staff projects, Grant administration</td>
<td>Direct support by over a dozen wastewater and stormwater agencies participating in campaigns</td>
<td>AR-2.1,2.2, 2.3, PO-1.4.1, 1.4.2, 1.6, 1.7.1, 1.7.2, WT-4.2, PI-2.2 2.4, 2.5</td>
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<td><strong>Objective 3.3</strong> RemEDIATE legacy pollutants such as mercury, selenium, and other pollutants from sources such as contaminated mine sites</td>
<td>Projects that implement the Guadalupe River Watershed Mercury TMDL, Contra Costa Project to divert stormwater to wastewater treatment</td>
<td>Reduction of pollutants of concern, attainment of TMDLs</td>
<td>Facilitate funding, Direct funding, Staff support, Grant administration</td>
<td>Lead cleanup efforts</td>
<td>PO-1.5, 1.6, PO-2.3, 2.7, PO-3.1, 3.2</td>
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<tr>
<td><strong>Objective 3.4</strong> Prevent trash from polluting waters of the Estuary by supporting municipal pollution prevention efforts, Develop trash flux measurement, BMP evaluation tools</td>
<td>Bay Area-wide Trash Capture Demonstration Project, Prop 84 “Taking Out the Bay Area’s Trash” projects including development of monitoring protocols for trash in the water column</td>
<td>Installation and maintenance of full trash capture devices in many Bay Area municipalities, Improved monitoring and maintenance of all trash capture devices and strategies, using the Bay Area Trash Tracker</td>
<td>Manage SFEP trash project, Develop Bay Area Trash Tracker, Project planning, Implementation of Prop 84 projects, Facilitate municipal funding, Grant administration, Public education efforts</td>
<td>Local and regional agencies lead with projects, policy and BMP implementation, Bay Area Stormwater Management Agencies Assoc. leads Prop 84 projects</td>
<td>AR-9.1, 9.2, PO-1.8</td>
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<tr>
<td><strong>Objective 3.5</strong> Implement local green stormwater projects to treat and decrease stormwater runoff in Bay cities including cisterns, rain gardens, bio-swales and other green infrastructure</td>
<td>San Pablo Ave. Stormwater Spine project (7 cities), Fremont tree wells project, Campbell Hacienda Street Improvements, Newcomb Ave (SF)</td>
<td>Increased number of Bay Area communities implementing green stormwater BMPs</td>
<td>Manage San Pablo Ave. Spine Project, Facilitate funding, Staff support, Grant administration</td>
<td>Local and regional agencies lead with projects, policy and BMP implementation</td>
<td>LU-1.5, 1.6, LU-2.2</td>
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<td>OBJECTIVES</td>
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| **Objective 3.6** Promote green infrastructure throughout the Bay Area:  
  • Develop tools for local governments to site and design green infrastructure projects  
  • Facilitate compliance with the LID requirements in the Municipal Regional Stormwater Permit  
  • Educate planners, public works departments, and builders on sustainable design and building practices, and stormwater BMPs. | Green Infrastructure Master Planning Project | More Bay Area municipalities incorporating green infrastructure strategies and projects in plans and maintenance schedules | Manage project  
Facilitate and support the LID Leadership Group | LID Leadership Group (local government representatives) provides oversight and advice | LU-1.5, 1.6  
LU-2.2 |
| **Objective 3.7** Collaborate with the Region’s Sustainable Communities Strategy (SCS) to integrate water use efficiency and good stormwater planning into the Strategy as well as local planning efforts | SFEP participation with ABAG in SCS development | Adopted strategy incorporates stormwater quality improvements | Continued participation in SCS | ABAG and MTC are leads for SCS | LU-2.2 |
GOAL 4: Champion the Estuary. Through conferences, workshops, print media, and our website, provide local decision makers and the general public with a reliable source of information needed to make policy and personal decisions in favor of Estuary health.

SFEP provides current information about the ecology of the Estuary and protection/restoration initiatives throughout the Bay-Delta region.

Desired Results:

Short-term: 1) Support from local leaders for the Restoration Authority and for federal and state funding opportunities; 2) Increased support for local environmental education and outreach in select Bay watersheds.

Long-term: 1) Proven increased level of awareness about Bay health and restoration among Bay Area residents. 2) Success in increasing national, state, and local support for CCMP objectives, through ongoing funding support and legislation.

Key CCMP Objectives addressed by these projects:

- Public Involvement and Education Objectives 1,2,3
  - Develop CCMP public involvement, Education, and advocacy programs
  - Promote direct citizen involvement in managing a healthy Estuary
  - Develop specific, targeted public education and involvement action plans
- Land Use and Watershed Management Objective 4: Provide educational opportunities for public and governmental institutions

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<td>Objective 4.1  Promote public involvement in Estuary protection and restoration through expanded use of interactive web-based information delivery.</td>
<td>Website upgrade and ongoing revision and improvement of site Build SFEP’s presence in social media and Wikipedia</td>
<td>Increased visits to SFEP’s website</td>
<td>Direct funding Staff support</td>
<td>Contribute ideas and advise priorities</td>
<td>PI-1.1, 1.4, 1.5, 1.6 PI-2.2 PI-4.1 LU-4.1</td>
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<td>Objective 4.2  Educate the regional community through the biennial State of the Estuary conference</td>
<td>Plan, sponsor, and hold 2013 and 2015 SOE conferences</td>
<td>Continued increases in conference attendance Continue to receive highly positive evaluations of conferences and events Increased hits to SOE section of SFEP website after the conference</td>
<td>Direct funding Secure funding Staff support</td>
<td>Contribute ideas and advise priorities; Direct funding</td>
<td>PI-2.6 LU-4.1</td>
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| **Objective 4.3** Create and publish the State of the Estuary 2015 report | Support the science that informed the 2011 State of the Bay Report  
Prepare and publish 2015 report                                                   | Published report                                                                                       | Fund, write, and design report                    | Review and comment                             | AR-5.1, 9.1           |
| **Objective 4.4** Staff and support partner-sponsored science conferences and workshops critical to improving knowledge about estuary health | Manage the Bay-Delta Science conference  
Support Interagency Ecological Program Annual Meeting | Continue to receive highly positive evaluations of conferences and events                             | Direct funding  
Staff support                                 | Delta Science Program  
Interagency Ecological Program                  | PI-2.2, PI-4.2, LU-4.1 |
| **Objective 4.5** Develop long-term educational programs to prevent water pollution, such as boater education on sewage disposal; invasive species; trash pollution | Boating Outreach and Education program  
Active staff support of regional & national invasive species work                                 | Increased public understanding of how actions affect the Estuary                                      | Facilitate funding  
Provide direct funds  
Staff support                                   | Contribute ideas and advise re: priorities                                                     | PI-2.2, 2.4, 2.5, LU-4.1 |
| **Objective 4.6** Change public behavior re: water quality protection through social marketing strategies/mechanisms | Bay Protection and Behavior Change (BPBC) campaign/regional brand development  
“Got Ants” and Greener Pesticides for Cleaner Waterways social marketing campaigns | Development of new regional brand for outreach campaigns  
Pollution prevention campaigns launched regionally                                              | Manage BPBC  
Coordinate participating agencies  
Direct funding  
Funding administration                          | Over a dozen stormwater and wastewater agencies and other partners participate in campaigns | PI-2.2, 2.5                                   |
| **Objective 4.7** Continue and expand publication/distribution of ESTUARY newsletter | Redesign ESTUARY  
Enhance readership, both hard copy and online                                               | Increase in public support for protecting and enhancing estuary services and values  
Increase readership for ESTUARY                 | Direct funding  
Staff support                                       | Contribute ideas and advise priorities  
Direct funding                                        | LU-4.1                                     |
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<td><strong>Objective 4.8</strong> Support student involvement in restoration projects</td>
<td>Student-focused outreach at the SOE and Bay-Delta Science Conferences Youth involvement in Yosemite Slough restoration and the STRAW Program</td>
<td>Increased number of student and/or teachers involved in projects.</td>
<td>Direct and facilitated funding Grant oversight</td>
<td>Carry out restoration activities and directly engage students: Literacy for Environmental Justice; Southern Sonoma Resource Conservation District</td>
<td>PI-3.1, 3.3 PI-4.2</td>
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<td><strong>Objective 4.9</strong> Prepare a multifaceted communications campaign that develops and promotes SFEP’s core messages</td>
<td>Future project</td>
<td>Increased SFEP presence at public events Increased number of press notices of SFEP activities</td>
<td>PROPOSED Provide direct funds; Staff support</td>
<td>Contribute ideas and advise priorities</td>
<td>PI-1.1,1.4</td>
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GOAL 5: Continue to improve the Partnership, and diversify funding. The Partnership is well positioned to implement its historically modest base-funding budget. In order to support expansion of our efforts, we need to increase both our program capacity and our funding.

SFEP and each of the National Estuary Projects receives a fixed amount of federal funding each year, subject to Congressional appropriation. These “base” fund support administration, conference planning and most of our public outreach activities. They also enable us to write the grants that support the projects we undertake with our many partners.

Desired result: Continuous organizational improvement as we meet the needs of CCMP implementation

Indicators of success:
- Continued strong roster of successful projects
- Addition of new funding sources and increasing overall Partnership budget

OBJECTIVE 5.1 Strengthen science input into Partnership decision making and annual work plans
OBJECTIVE 5.2 Continue to improve SFEP staffing expertise and capacity in order to carry out priority actions
OBJECTIVE 5.3 Continue to diversify funding sources to strengthen SFEP’s capacity to implement projects
OBJECTIVE 5.4 Expand collaboration with municipalities, counties, and special districts on projects of common interest
OBJECTIVE 5.5 Plan for and accomplish a revision of the CCMP to streamline the document, integrate new science and policy issues, and strengthen accountability for Plan actions