# SAN FRANCISCO ESTUARY PARTNERSHIP STRATEGIC PLAN for 2010-2012



This Strategic Plan was developed by staff and our dedicated partners over 18 months, in recognition of both new funding opportunities and new urgency to address key environmental issues such as climate change.



We have identified three goals for the next three years as the Partnership continues working to bring the Estuary back to health and building its resiliency. These goals are:

- Focus Comprehensive Conservation and Management Plan implementation on four objectives promoting watershed stewardship, actions and research in climate change and healthy watersheds, facilitate low impact development projects, and communicating the value of the estuary to decision-makers and the public
- Reorganize the Partnership to better carry out its mission
- Increase funding for implementation efforts

This is a "living document." We will revisit it as needed to ensure that it is up to date and takes account of the challenges and opportunities facing the Estuary, and all of us who live here.

On behalf of the Estuary, I want to offer many, many thanks to all who contributed to this project. We have already begun work to achieve these goals, and I look forward to much progress in the months and years ahead.

Judy A. Kelly Director San Francisco Estuary Partnership

Map courtesy of the Center for Ecosystem Management and Restoration Cover: painted photo of Grizzly Island, courtesy of Wendy Murphy and Jean Matuska

## SAN FRANCISCO ESTUARY PARTNERSHIP STRATEGIC PLAN for 2010–2012

The San Francisco Estuary Partnership (SFEP) is a federal-state-local effort working to restore and improve the health of the San Francisco Estuary. The Partnership created and oversees implementation of the Estuary's environmental master planning document, the *Comprehensive Conservation and Management Plan*, or Comprehensive Plan; manages technical research and restoration projects; and educates the public about Bay-Delta issues including wetlands, wildlife, aquatic resources, and land use. The work of the Partnership is funded through an array of federal, state, and local grants and contracts.



California clapper rail

## The Bay-Delta Estuary

Estuaries are partially enclosed bodies of water where fresh river water meets and mixes with the salty ocean. In the San Francisco Estuary this "mixing zone" can move tens of miles upstream and down as tides and river flows rise and fall.

The Estuary's watershed covers about 60,000 square miles—nearly 40 percent of California. This is the largest estuary in western North America and a biological resource of tremendous importance—providing critical winter feeding for over a million migratory birds, a productive nursery for juvenile fish and crabs, and a full-time home for many other plants and animals. Roughly half of California's surface water supply falls as rain or snow within this region, and about half of that is diverted for use by farms, factories or households.

The San Joaquin-Sacramento River Delta, the upstream section of the Estuary, is a thousandsquare-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 Delta gathered in the fresh waters of the Sacramento, San Joaquin, Mokelumne, and Cosumnes rivers, and moved them all downstream, through a complex array of tidally influenced channels, into salty San Francisco Bay. Today, the Delta is the engineered junction for one of the world's largest plumbing systems, where fresh water is diverted to supply California's population centers and Central Valley agriculture.

As the mixing zone moves up and down the Estuary, salinity increases and decreases in Bay segments. San Francisco Bay includes four smaller bays. Suisun Bay and the diked wetlands of Suisun Marsh are the least salty of these, just downstream of the Delta. Saltier San Pablo Bay is west of Carquinez Strait. The saltiest basins are the Central Bay, which connects with the ocean through the Golden Gate, and the South Bay, a large, shallow lobe extending off the Central Bay, south of the Dumbarton Narrows.

Photo courtesy Peter Baye

## The Comprehensive Conservation and Management Plan: Overview

SFEP's work and mission are detailed in the *Comprehensive Conservation and Management Plan*. Completed in 1993 and revised in 2007, this document is organized around nine issue/program areas, each with goals, objectives, and actions:

- Aquatic Resources
- Wildlife
- Wetlands Management
- Water Use

- Pollution Prevention and Reduction
- Dredging and Waterway Modification
- Land Use Management
- Public Involvement and Education
- Research and Monitoring.

The Plan, collaboratively produced by consensus agreement of a broad community of stakeholders, recommends over 200 actions to protect and restore the San Francisco Bay-Delta



American avocet

Estuary. It is the region's roadmap for restoring the Estuary's chemical, physical, and biological health. The 2007 Plan includes new and revised actions, such as the need to address sea level rise, while retaining many of the original actions.

SFEP is supported by a Director and 17 staff. Two committees, an Executive Council and the Implementation Committee (IC), provide advice and guidance. The IC meets quarterly and includes over 25 member organizations representing resource agencies, nonprofits, local governments, and the business community. The Executive Council is made up of heads of state, Federal and local agencies, and meets when needed.

## Challenges to be addressed through Strategic Planning

The Comprehensive Plan describes over 200 actions needed to help restore the estuary to a more healthy state. Many actions, such as those related to land and water use, require regulatory or policy changes. Finding the funds for more than 200 actions is an ongoing challenge.

Monitoring Comprehensive Plan implementation is also a challenge, with many actions to address simultaneously. The Partnership tracks implementation in the aggregate—acknowledging efforts of the dozens of agencies and entities working on Estuary-related issues. Success by one partner has been counted as success for the Comprehensive Plan. This Strategic Plan provides sharper focus on key areas and allow more specific reporting, over a yearly and multi-year timeframe, of what has actually been accomplished by Partnership staff and Implementation Committee partner organizations. It will also help the Partnership focus annual work plans, identify appropriate grant opportunities, and make funding decisions.

Photo courtesy Bob Lewis

## **Implementing Comprehensive Plan actions**

Partnership staff, Executive Council agencies, and Implementation Committee members are responsible for implementing the actions in the Comprehensive Plan. However, numerous agencies and organizations take part in estuary-related work while not part of the SFEP structure. The diagram at right shows the three tiers of implementing efforts: actions taken directly by staff; actions taken by Implementation Committee entities, and actions taken by the wider community of interest groups that further implementation of Comprehensive Plan actions.

At the core of this effort, Partnership staff act as both direct implementers (taking action using grant funds and Partnership dollars directly) and as facilitators of projects (obtaining and passing along grants and contract dollars to other organizations) that implement actions within the nine CCMP program areas.

SFEP has directly assisted dozens of important efforts such as drafting the aquatic invasive species plan for California; creating and supporting the urban pesticides pollution prevention project; implementing an estuary-wide boater education effort aimed at reducing direct discharges of sewage into the bay; developing and sponsoring nine State of the Estuary conferences; publishing 17 years of the highly regarded *ESTUARY* 



newsletter; creating or supporting of a wide array of public information materials including the first ever State of the Bay report; and producing a series of fact sheets, booklets, videos, films, brochures and other materials that educate the public and decision-makers about the estuary.

SFEP has sought and received millions of dollars in grant funding for habitat restoration projects around the region. Through these grants, SFEP funds investigation of methylmercury and low dissolved oxygen in Suisun Marsh; low impact development pilot projects; development of a Stream and Wetlands Protection Policy for the state and regional Water Boards; the Baylands and Subtidal Habitat Goals projects; and much more. Current projects are described on the Partnership website: http://www.sfestuary.org.

Implementation Committee agencies and organizations have contributed much to the Partnership's success. Member agencies have acquired and are restoring thousands of acres of wetlands and riparian areas. Partners have achieved hard won success in working to control



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 Central Valley, they are developing and meeting pollutant load limits—for pathogens, nutrients, salt, selenium, sediment, pesticides, polychlorinated biphenyls (PCBs), oxygen, and mercury.

SFEP catalogs our successes every two to three years with a "Report Card" on the Comprehensive Plan (1996, 1999, 2001, 2003, 2005, and 2007).

## Strategic Planning Methodology: Survey of Current Partnership Needs

The Partnership's priorities, set in 2007, are:

- Sea Level Rise: Study and recommend actions to address impacts on wetlands and infrastructure from global warming
- Freshwater Inflows: Determine amount of freshwater needed in San Francisco Bay and Bay Area streams to support aquatic species
- Land/Water Use: Guide regional agencies and local government in establishing water quality related land use and watershed goals and protection policies
- **Pollutant Minimization**: Encourage manufacturers to account for the full environmental life cycle of their products; educate consumers and develop policies that aim to reduce pesticide use; and assist Bay Area municipalities in reducing the trash that pollutes local creeks, the Bay, and the Pacific Ocean
- **Streams/Wetlands Protection and Preservation**: Provide fish and wildlife habitat and restore the natural landscape while reducing flood damage and improving water quality

With these priorities in mind, the Strategic Planning effort began in fall of 2008 with interviews of key individuals knowledgeable about the Estuary. Interviewees provided insights and opinions on four issue areas:



Both photos: Alameda Creek Alliance volunteers move fish past barriers on the creek

- Emerging critical trends that will affect the Bay in the coming decades
- SFEP's strengths and challenges
- The Partnership's unique niche in the context of organizations promoting restoration of the Estuary
- Recommended priority areas where SFEP should focus in the next three years

We feel these priority issue areas mesh well with the 2007 priorities, and frame our goals and objectives for 2010–2012.

## **Strategic Planning Issue Areas**

## **Emerging Critical Trends**

- Climate change, including sea level rise and associated issues (stormwater management/control, land use decisions) will have increasing impacts on the health of the Estuary. Related trends include the growing need to identify what should be protected, what should not be; and defining the role of tidal marshes and wetlands in a changing Bay.
- The region has a growing need for a collective vision and public visibility of the value of the Bay. Measures to restore the Estuary will require significant investment. The Bay Area's "Gross Regional Product" in 2007 was estimated to be over \$400 billion; the health of the Estuary is a critical part of the overall health and vitality of the region. With shifts in the U.S. Congress and administration, the National Estuary Projects—and SFEP—have opportunities for greater visibility and financial support for the Bay.
- Land use decisions and urbanization will place even more pressure on the Bay. Without greater linkage between land use and water issues, there is likely to be limited progress in improving Estuary health.
- Changes in the Delta and fisheries declines will continue to affect the Bay. Changes in freshwater flows will have major impacts on the Estuary. "The fate of the Estuary is in the hands of the crisis in the Delta."

### Strengths and Opportunities for SFEP

In order to better understand how to modify SFEP's program and structure to better advance the goals and objectives of the CCMP, the strategic planning process analyzed the Partnership's

## Over the next three years, SFEP will focus on:

- Convening partners and bringing together science, expertise, money and resources
- Implementing priority **Comprehensive Plan** actions, especially those that are not current priorities of our partners
- Communicating and highlighting the Estuary's value, status, and needs
- · Funding projects directly
- Tracking and reporting progress

strengths and weaknesses, concluding that SFEP's primary unique strength is its place among Bay Area agencies and environmental groups as a neutral, non-competing convener. The Partnership succeeds attaking an Estuary-wide approach, providing connections with key regional agencies,

sharing information and convening conferences and symposia such as the biannual State of the Estuary, and developing and disseminating effective education/outreach materials.

### The Partnership's core competencies

- Ability to network and lead collaborative projects
- Skill and experience in organizing and processing complex environmental information
- Proven track record in grants and contracting
- Regional and national credibility
- Positive public image
- Consistent, responsive, and stable player on the Bay Area environmental scene

## **Challenges for SFEP**

Monitoring team at Muzzi Marsh in Corte Madera Interviewees concur that the core competencies of SFEP staff, while excellent for current tasks and projects, may not address priorities identified for future work. A review of SFEP organizational structure and staff roles and capacity is recommended. In addition, the survey identified the following needs:

- A full implementation strategy for the Comprehensive Plan
- Direct authority to carry out the Plan
- Adequate Partnership budget for advancement of specific actions
- Improved public outreach and education about the Bay
- An expanded focus to include upper Estuary and Delta interests

According to survey respondents, SFEP's challenges are related to the breadth and related lack of clear priorities in the Comprehensive Plan; to the absence of a strong municipal commitment to the Plan at the local executive level; and to SFEP's and the Implementation Committee's lack of authority to enforce implementation of actions the Plan prescribes. We must all work to increase awareness of the Plan and of the importance of implementing its actions.

#### The Partnership's Niche

Interviewees' strategic vision for the Partnership is that SFEP is a champion for the estuary. The Partnership nurtures and supports the regional collaborations that are essential for the protection and restoration of the Estuary.

SFEP is the only program that addresses all ecological aspects of the Estuary and its watershed,

from aquatic habitats and wetlands to water quality and pollution. SFEP is uniquely suited to provide a unifying forum, through which innovative programs are developed to implement the Comprehensive Plan.

This Strategic Plan will help SFEP capitalize on the broadbased, collegial strengths of the Partnership and extend support for improving and restoring the Estuary.

## Recommendations: Priorities and Opportunities for SFEP

Because of its unique strengths, many interviewees stated that SFEP holds real potential to be a unifying voice and advocate for the Bay, operating at a high level as an Estuary-wide umbrella.

There was nearly unanimous agreement on the need to focus on a subset of CCMP actions. Suggested areas of focus correspond to the 2007 priorities for the Partnership:

- Sea level rise and changes in salinity: proactive management
- Land use decisions
- Wetlands and watershed preservation/protection
- Capitalizing on the Partnership's status as a National Estuary Program
- Working with ABAG to convene regional conversations about water, land use, and growth
- Developing a Bay-wide "water conservation ethic"
- Linking SFEP more closely with local universities

SFEP Erosion Control Workshop demonstration of erosion control blankets

## GOALS & OBJECTIVES 2010-2012

The Strategic Planning exercise yielded the following goals and objectives for the next phase of our work.

## GOAL 1: FOCUS COMPREHENSIVE PLAN IMPLEMENTATION ON FOUR KEY OBJECTIVES

#### **OBJECTIVE 1:** Promote integrated watershed stewardship

Integrate projects within key watersheds, from headwaters to tidal waters. Increase the health and resilience of watersheds and increase active partnerships in the region to improve water quality and habitat health.

#### **OBJECTIVE 2:** Support Estuary resilience in the face of climate change

Expand the toolbox of watershed protection measures needed under a changing climate regime and provide the necessary baseline information to adaptively manage the health of our waterways.

#### **OBJECTIVE 3:** Promote green infrastructue and reduce pollution from stormwater runoff

"Green Infrastructure" improves water quality while providing wildlife habitat and opportunities for outdoor recreation. Practices range from large scale preservation/restoration of natural landscape features to site specific low impact development (LID) features such

as rain gardens, porous pavements, green roofs, infiltration planters, trees and tree boxes, and rainwater harvesting.

### **OBJECTIVE 4:** Champion for the Estuary

Develop and implement a communications program to raise the visibility and increase support of SFEP's Bay protection and restoration activities.

Create and implement communications strategies and outreach campaigns to improve local government and regional decision making, increase overall public awareness, and promote positive behavior change.



Conceptual drawing for El Cerrito rain gardens, courtesy Gates and Associates

## **GOAL 2: REORGANIZE SFEP FOR GREATER EFFECTIVENESS**

The Partnership is well-positioned to implement its historically modest budget. However, in order to support an expanded effort, it is necessary to increase the organization's budget and program capacity.

### **OBJECTIVE 5:** Reaffirm role of SFEP's Executive Council

The SFEP Executive Council has rarely met over the years and has, therefore, played an underutilized role in the activities of the Program. Nevertheless, the Council could play a very important and helpful role if engaged more effectively.

#### **OBJECTIVE 6:** Establish a Steering Committee to support SFEP Director

The Director will benefit from the active participation of a group of advisors. A formal Steering Committee should be established to advise the Director on important matters pertaining to the Program.

- **OBJECTIVE 7:** Expand participation of local elected officials
- **OBJECTIVE 8:** Improve the efficiency of the IC by updating decision making/membership procedures
- **OBJECTIVE 9:** Establish a Science Committee
- **OBJECTIVE 10:** With Friends of the Estuary, establish a Public Outreach Committee
- **OBJECTIVE 11:** Establish a Project Review Committee
- **OBJECTIVE 12:** Assess SFEP staff and organizational capacity, and adjust as needed
- **OBJECTIVE 13:** Use interagency staff partnerships to enhance SFEP staff expertise



An Alhambra Creek beaver kit

## GOAL 3: INCREASE FUNDING AND RESOURCES TO SUPPORT SFEP AND ITS PARTNERS TO IMPLEMENT THE COMPREHENSIVE PLAN

This goal relates to restructuring the Implementation Committee. A significant source of increased funding for the SFEP in coming years is expected to come from public sources. Those with the most influence over the future direction of public funding, whether it be local, state or federal, are elected officials. By expanding our partnership with elected officials, the Partnership can significantly increase its ability to attract public funds in the future.

- OBJECTIVE 14: Continue to compete for state and federal grants in programs directly related to Strategic Plan priority areas, including new opportunities such as the San Francisco Bay Area Water Quality Improvement Fund and the Clean Water State Revolving Fund
- **OBJECTIVE 15:** Continue to support and build new relationships and partnerships to support implementation work
- **OBJECTIVE 16:** Staff and support the efforts of the new Bay Restoration Authority to identify and create new funding mechanisms for further wetland restoration around the Bay
- **OBJECTIVE 17:** Actively seek additional funding from philanthropic organizations, to help address critical Estuary environmental needs
- **OBJECTIVE 18:** Expand collaboration on projects of common interest with cities, counties, and special districts
- **OBJECTIVE 19:** Provide local government partners with technical assistance to bring Comprehensive Plan implementation projects to a state of funding readiness



The Bay Trail (photo courtesy Assoc. of Bay Area Governments)

## **Goal 1: Focus CCMP Implementation Actions on Four Key Objectives**

## **OBJECTIVE 1: PROMOTE INTEGRATED WATERSHED STEWARDSHIP**

Increase the health and resilience of watersheds and increase active partnerships in the region to improve water quality and habitat health.

## **Desired Results**

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

Short-term: Successful integration of restoration, water quality, stormwater, flood management, land use, and other actions within a selected number of Bay watersheds.

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensi	ve Plan Actions
Objective 1.1: Fund wetland, riparian, and stream corridor restoration and/or enhance- ment projects around the estuary	Increase in number of wetland acres, tidal marsh acres, stream corridor miles	Facilitate funding Provide public outreach or support outreach efforts Grant administration services	Lead the work under a contract or grant	WP 3.4 WP 3.5 WP 3.6 WP 3.7 WP 3.20	AR-4.8,4.9 AR-4.11 AR-4-12 AR-6.6 DW-4.1 DW-5.3 PO-4.3 WL-1.1	WL-1.3, 1.4,1.5 WL-2.2 WT-1.2, 1.3,1.4, 1.5 WT-3.1, WT-3.2 WT-4.1
Objective 1.2: Assist devel- opment of regional goals projects and management plans (i.e. Habitat Goals, Subtidal Habitat Goals, Up- land Habitat Goals, regional sediment plans)	Publication of the documents Implementation of the goals	Support with staff time Grant administration services Public education efforts	Lead the work	WP 4.4	AR-7.1 AR-8.1 AR-8.2 LU-3.2	

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 1.3: Develop and support adoption of new stream and wetlands protection poli- cies, which protect natural watershed func- tions, by the Water Board.	Adopted Basin Plan amend- ments by Water Boards in Region 1 and 2 (North Coast and SF Bay) Established State Board policy	Obtain external funding Staff support Grant administration Public education	SFEP staff SF Bay Water Board's lead	WP 3.2	LU-2.7
Objective 1.4: Assist implementation of Aquatic Invasive Species Management Plan, support regional and national Task Forces.	Reduction in numbers of invasive species/rapid response to new invasions	Staff support; Fund directly Grant administration Public education	Coordinate with the California Coastal Con- sevancy, SF Bay Joint Venture, and Dept. of Fish and Game	WP 3.13 WP 3.14	AR-2.1 AR-2.2 AR-2.3 WL-3.1 WT-4.2
Objective 1.5: Support and promote new methods of water use conservation within the estuary watershed.	Increased instream flow in creeks and rivers within region	Obtain external funding Grant administration Educate public about new methods	Conduct research, analysis	WP 3.12	WU-2.1 WU-2.2
Objective 1.6: Support on -the-ground proj- ects and local volunteer and collaborative partnerships, such as watershed councils, to develop community-based approaches to long-term stewardship	Increased capacity of water- shed groups to participate in regional and local restoration efforts	Staff support Fund directly Public education Technology transfer	Direct funding and additional support as appropriate for each entity	N/A	LU-2.6 LU-3.1,3.2
Objective 1.7: Support flow studies and proj- ects to restore adequate flows in Bay tributary streams for aquatic resources, provide pollu- tion prevention, and other beneficial uses.	Increased understanding of flows needed to sustain fish and wildlife resources	Obtain external funding Fund directly Staff support Grant administration	As appropriate: ad- ditional support, lead on data collection and analysis	N/A	AR-6.6

## GOAL 1 OBJECTIVE 2: SUPPORT ESTUARY RESILIENCE IN THE FACE OF CLIMATE CHANGE

Expand the toolbox of watershed protection measures needed under a changing climate regime and provide the necessary baseline information to adaptively manage the health of our waterways.

## **Desired Results**

- **Long-term**: 1) Comprehensive body of scientific knowledge of predicted changes to the Bay and Estuary resulting from sea level change, global warming and other climate changes; and 2) accepted strategies to protect our water resources
- Short-term: Multi-agency coordinated effort to establish necessary scientific research and monitoring, expanded watershed-level toolbox through input from watershed restoration experts at all levels of involvement.

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 2.1: Complete work to establish meaningful environ- mental indicators to measure and report out on the health of the estuary.	Better understanding of state of the Estuary and its resources Improved decision-making based on better data	Fund directly Obtain external funding Staff support Grant administration Publish State of the Bay report in 2010, every 5 years thereafter	Appropriate part- ners participate in development of report under grant or contract	WP 3.3 WP 5.1	RM-1.2 WT-5.1 WT-5.2 WT-5.3
Objective 2.2: Improve monitoring and tracking of restoration proj- ects and support research on new restoration efforts.	Creation of better metrics on meaning of successful projects	Obtain external funding Staff support Grant administration	Science partners lead effort	WP 2.5	WT-5.1 WT-5.2 WT-5.3
Objective 2.3: Support research and analysis into the effects of climate change on the ecology of the Estuary. Promote climate adaptation strategies and policies that encourage protec- tion and restoration of Estuary health and reduce damage to the ecosystem.	Increase in public's and elected officials' understanding of regional climate impacts, measured through survey Increase in local and regional adap- tation measures and actions being taken to address defined climate change impacts	Obtain external funding Fund directly Staff support Grant administration Public education efforts Staff support	Science partners lead effort Support science analysis and integra- tion Lead and support re- gional work on policy development	WP 4.1 WP 4.2 WP 4.3 N/A	DW-1.1 DW-1.2 DW-5.1 WT-5.2 LU-2.1 DW-5.1 DW-5.2

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 2.4: Support sediment/ sand research studies to improve understanding of sediment/sand supply, fate, transport and associ- ated contaminants. Develop and promote appropriate management policies to preserve and enhance habitat health and resilience.	Report on results of sediment studies and effect on policies	Staff support Grant administration	Lead and support regional work	N/A	AR-8.1 AR-8.2 DW-1.1, 1.2, 1.3, 2.2

## GOAL 1 OBJECTIVE 3: PROMOTE GREEN INFRASTRUCTURE AND REDUCE POLLUTION FROM STORMWATER RUNOFF

Expand the region's network of "green infrastructure" projects to improve water quality while providing wildlife habitat and opportunities for outdoor recreation. Green infrastructure practices range from large scale preservation/restoration of the natural landscape to site specific Low Impact Development (LID) features such as rain gardens, porous pavements, green roofs, infiltration planters, trees and tree boxes, and rainwater harvesting.

## **Desired Results**

- Long-term: Development of a network of well-designed, effective, and appropriate LID and smart growth projects, to reduce stormwater pollution throughout the region
- **Short-term**: Establish and maintain successful partnerships among land use and stormwater interests, water quality regulators, and local watershed stewards, dedicated to developing LID projects, monitoring their effectiveness, and determining what sorts of solutions work under specific conditions

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 3.1: Remediate legacy pollutants such as mercury and PCBs from sources such as older urban and industrial areas.	Reduction of pollutants of concern, attainment of TMDLs	Obtain external funding Fund directly Staff support Grant administration	Lead regulatory efforts	WP 3.10 WP 3.11 WP 3.16 WP 3.19	PO-1.5 PO-1.6 PO-2.3 PO-2.7 PO-3.1 PO-3.2

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 3.2: Foster integrated programs for pollution prevention such as IPM Part- nership, Bay-friendly landscaping, environ- mental preferential purchasing, etc.	Reduction of pollutants as measured in regional monitoring programs	Obtain external funding Staff support Grant administration	Direct support	WP 6.4	AR-2.1,2.2, 2.3 PO-1.4.1, 1.4.2 PO-1.7.1, 1.7.2 WT-4.2 PI-2.2 PI-2.4,2.5
Objective 3.3: Prevent trash from polluting waters of the Estuary by supporting prevention efforts.	Reduction of trash as mea- sured in regional monitor- ing programs	Obtain external funding Staff support Grant administration Public education	Local and regional agencies lead with proj- ects, policy and BMP implementation	WP 3.8 WP 3.15 WP 5.4	AR-9.1 AR-9.2 PO-1.8
Objective 3.4: Implement a regional urban pesticide pollution reduction strategy.	Reduction of pollutants as measured in regional monitoring programs	Obtain external funding Fund directly Staff support Grant administration	Federal, state, regional and local agencies par- ticipate and support	WP 3.17 WP 3.18 WP 6.4	PO-1.6
Objective 3.5: Assist local agencies with storm water control & TMDL compliance projects to improve management options and decrease urban runoff. Educate plan- ners, public works departments, and build- ers on sustainable design and building practices and stormwater BMPs.	Stronger implementation of green stormwater BMPs across the region	Obtain external funding Staff support Grant administration	Local and regional agencies lead with proj- ects, policy and BMP implementation	WP 5.2 WP 5.3 WP 5.6	LU-1.1 LU-1.1.1 LU-1.5,1.6 PO-1.2 PO-2.4, 2.5
Objective 3.6: Promote stormwater BMPs and guidelines for site planning for new construction and redevelopment efforts.	Decrease in construction- related impacts to regional waterways	Fund directly Staff support	Local and regional agencies lead with proj- ects, policy and BMP implementation	WP 5.9 WP 5.10	LU-1.5 LU-1.6

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 3.7: Implement green stormwa- ter projects in Bay cities including cisterns, rain gardens, bio-swales and other green infrastructure.	Growing number of green stormwater projects imple- mented across the region	Obtain external funding Staff support Grant administration	Local and regional agencies lead with proj- ects, policy and BMP implementation	WP 5.5	LU-1.5 LU-1.6 LU-2.2
Objective 3.8: Collaborate with ABAG to ensure that SFEP supports FOCUS goals for urban infill	Increased infill develop- ment in FOCUS priority development areas	Staff support Engagement with ABAG planners	Local and regional agencies lead imple- mentation	N/A	LU-2.2

## GOAL 1 OBJECTIVE 4: CHAMPION FOR THE ESTUARY

Develop and implement a communications program to raise the visibility and increase support of SFEP's Bay protection and restoration activities. Create and implement communications strategies and outreach campaigns to improve local government and regional decision making, increase overall public awareness, and promote positive behavior change.

## **Desired Results**

- **Long-term:** 1) Demonstrated increased levels of awareness about Bay health and restoration among Bay Area residents, and 2) success in increasing national, state, and local support for the Partnership through ongoing funding support and legislation.
- **Short-term:** 1) Increased knowledge of SFEP initiatives and their benefit to the Estuary, 2) successful support from local leaders for the new Restoration Authority and for federal and state funding opportunities, and 3) successful support of local environmental education and outreach in select bay watersheds

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks		ehensive Actions
Objective 4.1 Promote public involve- ment in Estuary protection and resto- ration through improved web-based information.	Increased public support for protecting and enhancing es- tuary services and values	Fund directly Staff support	Contribute ideas and advise priorities	WP 1.4	PI-1.1 PI-1.4 PI-1.5	PI-1.6 PI-2.2 PI-4.2 LU-4.1

Sub-objective	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 4.2 Educate the Estuary community by holding the biennial State of the Estuary Conference.	Increased shared knowledge and vision for needs of the estuary	Obtain external funding Fund directly Staff support	Contribute ideas and advise priorities Direct funding	WP 1.2	PI-2.6 LU-4.1
Objective 4.3 Develop long-term educational programs to prevent water pollution, focusing on issues such as sewage discharge from boats, invasive species, trash pollution, etc.	Increased public understand- ing of how actions affect Estuary	Obtain external funding Fund directly Staff support	Contribute ideas and advise priorities Direct funding	WP 6.1 WP 6.2 WP 6.3	PI-2.2 PI-2.4 PI-2.5 WU-1.3 LU-4.1
Objective 4.4 Assist the coordination of science conferences and work- shops critical to improving knowledge about the Estuary health.	Increase in shared knowledge and vision for needs of the estuary	Fund directly Staff support	Contribute ideas and advise priorities Direct funding	WP 1.2 WP 4.5 WP 5.6 WP 5.7	PI-2.2 PI-4.2 LU-4.1
Objective 4.5 Expand publication/ distribution of ESTUARY newsletter.	Increase in public support for protecting and enhancing estuary services and values; Increase in shared knowledge and vision for needs of the estuary	Fund directly Staff support	Contribute ideas and advise priorities Direct funding	N/A	LU-4.1
Objective 4.6 Support teacher and youth education about the San Francisco Estuary.	Additional understanding and investment in the values of the estuary among the youth of the region Increase teacher resources	Fund through grants and contracts Support other agencies' efforts	Contribute ideas and advise priorities Direct funding	N/A	LU-2.8,4.1 PI-1.2,2.2, 2.4,2.5
Objective 4.7 Prepare a communica- tions campaign that develops and pro- motes core messages of the SFEP.	Completed communications strategy	Fund directly Staff support	Contribute ideas and advise priorities	N/A	PI-1.1,1.4

## **Goal 2: Reorganize SFEP for Greater Effectiveness**

The Partnership is well positioned to implement its historically modest budget. However, in order to support an expanded effort, it is necessary to increase the organization's budget and program capacity.

## **Desired Results**

**Long-term:** Organizational growth to fulfill SFEP niche as a leading NEP and advocate for the San Francisco Bay and Estuary.

Short-term: 1) Increased clarity about decision-making and priority setting. 2) Adequate staffing capacity to carry out the strategic goals.

OBJECTIVE	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 5: Reaffirm role of SFEP Executive Council.	Stronger support by the lead agen- cies of SFEP and its mission	Staff support	Contribute ideas and advise priorities	N/A	N/A
Objective 6: Establish a Steering Com- mittee to support SFEP Director.	Improved decision-making by SFEP Increased support for the Director	Staff support	Contribute ideas and advise priorities	N/A	N/A
Objective 7: Expand participation of local elected officials	Stronger implementation of CCMP throughout region	Staff support	Recommend new part- nerships and support outreach efforts	N/A	N/A
Objective 8: Improve the efficiency of the Implementation Committee by up- dating decision making/membership procedures.	Expanded capacity to manage and direct resources to needed projects and programs	Staff support	Contribute ideas and advise priorities	N/A	N/A
Objective 9: Establish a Science Com- mittee.	SFEP projects and program more strongly reflect the current state of research on CCMP issues	Staff support	Contribute committee members Contribute ideas and advise priorities	N/A	n/a

OBJECTIVE	Indicators of Success	SFEP Role	IC Partner Role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 10: Establish a Public Outreach Committee.	Strengthened SFEP message and brand Wider public understanding of resource values of the estuary	Staff support, with Friends of the Estuary acting as Public Outreach Comm.	Contribute committee members Contribute ideas and advise priorities	N/A	PI-1.1,1.2 PI-1.6,1.7 PI-2.1-2.4 PI-3.1-3.3 PI-4.2
Objective 11: Establish a Project Review Committee.	Improved capacity of SFEP to re- spond to funding opportunities More and better projects on the ground	Staff support	Contribute committee members Contribute ideas and advise priorities	N/A	n/a
Objective 12: Assess SFEP staff and organizational capacity, and adjust as needed.	SFEP structure and staff capabili- ties reflect organizational priorities	Staff support	Contribute ideas and advise priorities	N/A	n/a
Objective 13: Use interagency staff partnerships to enhance SFEP staff expertise.	Improved capacity of SFEP staff to address priorities	Staff support	Contribute staff Contribute ideas and advise priorities	N/A	n/a

## **Goal 3: Increase Funding and Resources to Support SFEP and Partners**

## **Desired Results**

**Long-term:** Stable federal funding through annual appropriation

**Short-term:** Faster implementation of CCMP projects

OBJECTIVE	Indicators of Success	SFEP Role	IC Partner role	Current Work Plan Tasks	Comprehensive Plan Actions
Objective 14: Continue to compete for state and Federal grants in programs directly related to Strategic Plan priority areas including new opportunities like the San Francisco Bay Area Water Quality Improvement Fund and the State Revolving Fund.	Faster implementation of SFEP priority actions	Staff support	Contribute ideas and advise priorities Lead and or support projects	N/A	LU-5.2
Objective 15: Continue to support and build new rela- tionships and partnerships to support implementation work.	Faster implementation of SFEP priority actions	Staff support	Support and cultivate expanded partnerships	N/A	LU-5.1 LU-5.2 LU-5.3 LU-5.4
Objective 16: Staff and support the efforts of the new Bay Restoration Authority (RA) to identify and create new funding mechanisms for further wetland restora- tion around the Estuary.	Faster implementation of SFEP priority wetland actions	Staff support	Through the IC, contribute ideas and support efforts of RA	NEW	LU-5.2 LU-5.4
Objective 17: Actively seek additional funding from phil- anthropic organizations, to help address critical Estuary environmental needs.	Faster implementation of SFEP priority actions	Staff support	Recommend new partnerships and support outreach efforts	N/A	LU-5.2
Objective 18: Expand collaboration with cities, coun- ties, and special districts on projects of common interest.	Faster implementation of SFEP priority actions	Staff support	Recommend new partnerships and support outreach efforts	N/A	LU-5
Objective 19: Provide local government partners with technical assistance to develop Comprehensive Plan implementation projects to a state of funding readiness.	Faster implementation of SFEP priority actions	Staff support Fund directly	Recommend new partnerships and support outreach efforts	N/A	n/a

#### **Implementation Committee Agencies**

Bay Area Clean Water Agencies Bay Area Stormwater Management Agencies Association Bay Conservation and Development Commission **Bay Institute Bay Planning Coalition** California Coastal Conservancy California Department of Fish and Game California Department of Water Resources California Resources Agency Central Valley Regional Water Quality Control Board Citizens Committee to Complete the Refuge City of San José City of Union City Contra Costa County Resource Conservation District County of Marin County of Solano Delta Protection Commission CalFed Bay-Delta Program Friends of the San Francisco Estuary Institute for Fisheries Resources Marin Audubon Society National Fish and Wildlife Foundation National Marine Fisheries Service (National Oceanographic and Atmospheric Administration) National Resource Conservation Service, U.S. Dept. of Agriculture San Francisco Bay National Estuarine Research Reserve / San Francisco State University Romberg Tiburon Center San Francisco Bay Regional Water Quality Control Board San Francisco Estuary Institute Save the Bay SF Bay Joint Venture U.S. Army Corps of Engineers, SF District U.S. Environmental Protection Agency, Region 9 U.S. Fish and Wildlife Service

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