

San Francisco Estuary Partnership

Strategic Plan 2013–2018

June 2013

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 readiness to deal with the effects of climate change

Expand habitat protection tools needed under a changing climate regime. Provide baseline information needed to adaptively manage the health of our waters.

Goal 2: Increase watershed health

Increase the resilience of watersheds. Build additional active partnerships in the region to improve water quality and habitat for fish and wildlife. Integrate projects within key watersheds, from headwaters to tidal waters.

Goal 3: Improve water quality

Assist with TMDL implementation throughout our region. Expand the use of “green infrastructure” projects that improve water quality and aesthetics, and provide wildlife habitat and opportunities for outdoor recreation.

Goal 4: Champion the Estuary

Through conferences, workshops, print media, and our website, provide local decision makers and the public with reliable information needed to make policy and personal decisions in favor of Estuary health.

Goal 5: Continue to improve the Partnership, and diversify funding

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

CCMP Implementation Highlights:

- 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.

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.

After 20 years of implementing the Comprehensive Plan, the Partnership and our cooperating organizations have achieved much. Yet challenges to implementation are many. Some CCMP actions, such as those related to land and water use, require regulatory and policy changes by state, federal and local governments. Finding the funds to support implementation is an ongoing challenge as is monitoring the Plan's implementation and success.

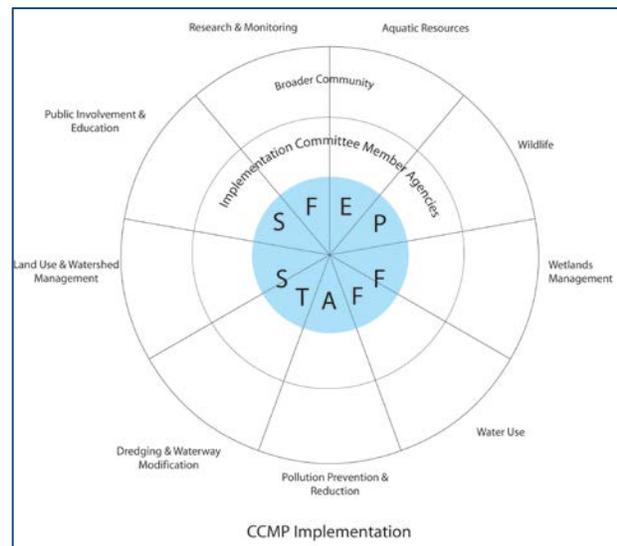
With this five-year strategic plan, the Partnership both builds on our progress and streamlines our approach to the Estuary's issues, focusing on a few key areas where we can anticipate progress in the near and medium term. These areas continue to reflect the priorities defined in the 2007 update to 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 habitat protection tools needed under a changing climate regime. Provide baseline information needed to adaptively manage the health of our waters.

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

OBJECTIVES	Projects	Indicators of Success	SFEP Role	Partners	CCMP Actions
<p>Objective 1.1 Support research and analysis into the effects of climate change on the ecology of the Estuary</p>	<p>Revisions to Baylands Habitat Goals that increase wetlands resiliency, anticipating changes caused by climate change</p> <p>Corte Madera study</p> <p>South Bay Salt Ponds long-term habitat mapping</p> <p>Stream Design Curves (to inform restoration projects)</p>	<p>Increase in public’s and elected officials’ understanding of regional climate impacts</p> <p>Increase in local and regional adaptation measures and action being taken to address defined climate change impacts</p>	<p>Facilitate funding</p> <p>Staff support</p> <p>Grant administration services</p> <p>Public education</p>	<p>Bay Conservation and Development Commission (BCDC) leads Corte Madera study</p> <p>CA Coastal Conservancy leads Goals update</p> <p>BCDC, JPC lead regional work on development</p>	<p>AR-1.1</p> <p>DW-1.2</p>
<p>Objective 1.2 Support and implement stream, wetland, riparian, and fluvial/tidal restoration and enhancement projects to increase resilience and adaptive capacity of watersheds</p> <p>Implement climate adaptation strategies that provide multiple benefits including flood protection and improved habitat</p>	<p>Ora Loma Project (prospective)</p> <p>Flood Control 2.0 (research-based restoration project design/ development for three creeks)</p> <p>Creek Mouth Assessment Tool</p> <p>JPC¹ Regional Sea Level Rise Planning and Adaptation Strategy</p> <p>Flood Infrastructure Mapping</p> <p>Chelsea Wetlands, Bahia Marsh, and Yosemite Slough restoration projects</p> <p>Aramburu Island restoration and other “Supplemental Environmental Projects”</p> <p>Re-oaking Stanley Reach</p> <p>“Students & Teachers Restoring a Watershed” –STRAW project</p> <p>Stonybrook Creek Restoration (Alameda Creek Tributary)</p> <p>San Francisco Bay Restoration Authority efforts</p>	<p>Models for regional adaptation techniques adopted throughout the region</p> <p>Increase in number of restored wetland acres, and stream corridor miles</p>	<p>Staff the JPC¹</p> <p>Staff the SF Bay Restoration Authority</p> <p>Facilitate funding</p> <p>Analysis and reporting</p> <p>Provide public outreach or support outreach efforts</p> <p>Grant administration</p>	<p>SFEI, BCDC, and local sponsors (Flood Control 2.0)</p> <p>Head of Tide Project (BCDC and SFEI)</p> <p>JPC¹</p> <p>Audubon, State Parks Foundation (restoration projects)</p> <p>Alameda Co. Resource Conservation District (Stanley Reach and Stonybrook Creek)</p> <p>Point Reyes Bird Observatory (STRAW)</p>	<p>AR-1.1</p> <p>AR-4.8, 4.9, 4.11, 4-12</p> <p>AR-6.6</p> <p>DW-1.2</p> <p>DW-4.1</p> <p>DW-5.3</p> <p>PO-4.3</p> <p>WL-1.1, 1.3, 1.4, 1.5</p> <p>WL-2.2</p> <p>WT-1.2, 1.3, 1.4, 1.5</p> <p>WT-3.1, 3.2</p> <p>WT-4.1</p>

¹ Joint Policy Council of ABAG, BCDC, the Bay Area Air Quality Management District, and the Metropolitan Transportation Commission

OBJECTIVES	Projects	Indicators of Success	SFEP Role	Partners	CCMP Actions
<p>Objective 1.3 Support sediment/sand research studies to improve understanding of sediment/sand supply, fate, transport and associated contaminants</p> <p>Develop and promote appropriate sand management policies to preserve and enhance habitat health and resilience</p>	<p>Flood Control 2.0: research-based restoration project design/ development at mouths of three creeks)</p> <p>Coastal Regional Sediment Management Plan for S.F. Littoral Cell</p>	<p>Report on results of sediment studies and effect on policies</p> <p>Completed CRSMP plan</p> <p>Development of sustainable regional projects in plan area</p>	<p>Staff CRSMP</p> <p>Develop governance structure for regional sediment management work</p> <p>Identify funding mechanisms</p> <p>Public outreach</p> <p>Grant administration</p>	<p>BCDC: regional sediment management planning</p> <p>SF Bay Joint Venture (SFBJV) sediment database</p> <p>Sediment plan development:</p> <ul style="list-style-type: none"> • U.S. Army Corps of Engineers • Municipalities in plan area 	<p>AR-8.1</p> <p>AR-8.2</p> <p>DW-1.1, 1.2, 1.3,</p> <p>DW-2.2</p> <p>DW-4.3</p>
<p>Objective 1.4 Refine existing and create new meaningful environmental indicators to measure and report on the health of the estuary</p>	<p>Development of new and revised indicators for 2015 State of the Estuary Report</p>	<p>Better understanding of the state of the estuary and its resources; improved decision-making based on better data</p>	<p>Facilitate funding</p> <p>Direct funding</p> <p>Staff support</p> <p>Grant administration</p> <p>Publish State of the Estuary report (2015)</p>	<p>Science and agency partners participate in report development under grants or contracts</p>	<p>RM-1.2</p> <p>WT-5.1</p> <p>WT-5.2</p> <p>WT-5.3</p>
<p>Objective 1.5² Develop and implement methodology to measure and credit climate change adaptation benefits from wetland restoration projects</p> <p>Assist partners in participating in a carbon market for restoration projects</p>	<p>Future project</p>	<p>Bay Area wetlands restoration projects successfully calculating and selling carbon credits</p>	<p>Support research</p> <p>Facilitate partner participation</p> <p>Disseminate information</p>	<p>Lead and support regional work</p>	<p>LU-2.1</p>

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

GOAL 2: Increase watershed health. Increase the resilience of watersheds. Build additional active partnerships in the region to improve water quality and 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

Objectives	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
Objective 2.1 Build, promote, and support coordinated community-based approaches to watershed protection, restoration, and stewardship	SFEP Watershed Program Bay Area Watershed Network Coordination Small Grants Program	Increased capacity of watershed groups to participate in regional and local restoration efforts	Staff support to BAWN; manage website Direct funding Public education Tech transfer	Funding and support as appropriate for each entity	LU-2.6 LU-3.1, 3.2
Objective 2.2 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)	Revise and promote the Baylands Habitat Goals report	Completed revisions Agencies revise programs or projects to better implement the goals	Support partners Public education	Coastal Conservancy leads on Baylands and Subtidal Goals Bay Area Open Space Council leads on Upland Habitat Goals	AR-7.1 AR-8.1, 8.2 LU-3.2

Objectives	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
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 <i>State of the Bay 2011</i>	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

Objectives	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
<p>Objective 2.7 Support flow studies and contribute to efforts to restore adequate flows and increase habitat for sensitive species in the Delta and Bay</p>	<p>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</p> <p>Track implementation of the Delta Plan</p> <p>Focus ABAG/SFEP outreach efforts</p> <p>Annual updates of fish and flows analyses, to be included in <i>State of the Estuary 2015</i> report</p>	<p>Elected officials region-wide recognize the importance of additional flows and habitat restoration</p> <p>Positive biological response to improved freshwater flows and restored habitat in the Estuary</p>	<p>Facilitate funding</p> <p>Provide direct funds</p> <p>Staff support</p> <p>Grant administration services</p>	<p>Friends of the San Francisco Estuary</p> <p>Science support (SFEI, Bay Institute, Natural Resources Defense Council)</p> <p>Delta Stewardship Council tracking implementation of Delta Plan</p>	<p>AR-3.1, 3.5</p> <p>AR-4.1</p> <p>AR-6.6</p>
<p>Objective 2.8 Increase watershed management capacity of local governments</p>	<p>Local government surveys, model ordinances, watershed plan project assistance</p>	<p>Adopted regulatory measures that better protect beneficial uses of the Estuary</p>	<p>Staff support</p> <p>Facilitate funding</p>	<p>Local and regional governments</p>	<p>WU-2.1,2.2</p> <p>AR-6.6</p>

GOAL 3: Improve water quality. Assist with TMDL implementation throughout our region. Expand the use of “green infrastructure” projects that improve water quality and aesthetics, and provide wildlife habitat and opportunities for outdoor recreation.

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

OBJECTIVES	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
Objective 3.1 Assist local agencies with TMDL compliance projects that treat and decrease stormwater pollution	North Bay TMDL Implementation Projects in Marin, Napa, and Sonoma Counties	Stronger implementation of green stormwater BMPs across the region Improved quality of stormwater runoff in target watersheds	Facilitate funding Staff support Grant administration	Local and regional agencies lead with projects, policy, and BMP implementation	LU-1.1, 1.1.1, 1.5, 1.6 PO-1.2 PO-2.4, 2.5

OBJECTIVES	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
<p>Objective 3.2 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</p>	<p>“Got Ants” pesticide reduction project Greener Pesticides for Cleaner Waterways project Integrated Pest Management promotion in projects</p>	<p>Reduction of pollutants as measured by regional monitoring programs; reductions tracked on SFEP website</p>	<p>Facilitate funding Provide direct funds Staff projects Grant administration</p>	<p>Direct support by over a dozen wastewater and stormwater agencies participating in campaigns</p>	<p>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</p>
<p>Objective 3.3 Remediate legacy pollutants such as mercury, selenium, and other pollutants from sources such as contaminated mine sites</p>	<p>Projects that implement the Guadalupe River Watershed Mercury TMDL Contra Costa Project to divert stormwater to wastewater treatment</p>	<p>Reduction of pollutants of concern, attainment of TMDLs</p>	<p>Facilitate funding Direct funding Staff support Grant administration</p>	<p>Lead cleanup efforts</p>	<p>PO-1.5, 1.6 PO-2.3, 2.7 PO-3.1, 3.2</p>
<p>Objective 3.4 Prevent trash from polluting waters of the Estuary by supporting municipal pollution prevention efforts Develop trash flux measurement, BMP evaluation tools</p>	<p>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</p>	<p>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</p>	<p>Manage SFEP trash project Develop Bay Area Trash Tracker Project planning, implementation of Prop 84 projects Facilitate municipal funding Grant administration Public education efforts</p>	<p>Local and regional agencies lead with projects, policy and BMP implementation Bay Area Stormwater Management Agencies Assoc. leads Prop 84 projects</p>	<p>AR-9.1, 9.2 PO-1.8</p>
<p>Objective 3.5 Implement local green stormwater projects to treat and decrease stormwater runoff in Bay cities including cisterns, rain gardens, bio-swales and other green infrastructure</p>	<p>San Pablo Ave. Stormwater Spine project (7 cities) Fremont tree wells project Campbell Hacienda Street Improvements Newcomb Ave (SF)</p>	<p>Increased number of Bay Area communities implementing green stormwater BMPs</p>	<p>Manage San Pablo Ave. Spine Project Facilitate funding Staff support Grant administration</p>	<p>Local and regional agencies lead with projects, policy and BMP implementation</p>	<p>LU-1.5, 1.6 LU-2.2</p>

OBJECTIVES	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
<p>Objective 3.6 Promote green infrastructure throughout the Bay Area:</p> <ul style="list-style-type: none"> • 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
<p>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</p>	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

OBJECTIVE	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
Objective 4.1 Promote public involvement in Estuary protection and restoration through expanded use of interactive web-based information delivery	Website upgrade and ongoing revision and improvement of site Build SFEP's presence in social media and Wikipedia	Increased visits to SFEP's website	Direct funding Staff support	Contribute ideas and advise priorities	PI-1.1, 1.4, 1.5, 1.6 PI-2.2 PI-4.2 LU-4.1
Objective 4.2 Educate the regional community through the biennial State of the Estuary conference and support of the Estuary News magazine	Plan, sponsor, and hold 2013 and 2015 SOE conferences Publish Estuary News 4-5 times per year	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 Increased readership for Estuary	Direct funding Secure funding Staff support	Contribute ideas and advise priorities; Direct funding	PI-2.6 LU-4.1

OBJECTIVE	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
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 Contribute ideas and advise re: priorities	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 priorities Direct from CA Dept. of Boating and Waterways	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 Support student involvement in restoration projects	Student-focused outreach at the SOE and Bay-Delta Science Conferences Youth involvement in Yosemite Slough restoration and the STRAW Program	Increased number of student and/or teachers involved in projects.	Direct and facilitated funding Grant oversight	Carry out restoration activities and directly engage students: Literacy for Environmental Justice; Southern Sonoma Resource Conservation District	PI-3.1, 3.3 PI-4.2

OBJECTIVE	Projects	Indicators of Success	SFEP Role	Partners / Roles	CCMP Actions
<p>Objective 4.8 Prepare a multifaceted communications campaign that develops and promotes SFEP's core messages</p>	<p>Future project</p>	<p>Increased SFEP presence at public events Increased number of press notices of SFEP activities</p>	<p>PROPOSED Provide direct funds; Staff support</p>	<p>Contribute ideas and advise priorities</p>	<p>PI-1.1,1.4</p>

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.

The Partnership manages and implements more than 50 ongoing projects and programs, using an array of funding sources including grants and contracts. Like all 28 National Estuary Programs, we also receive 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; and enable us to write the grants that support the projects we undertake with our many partners. To continue and expand our efforts, we need to increase both our program capacity and our funding.

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